

THE McWANE WAY

SERVICE AND ATTENDANCE

It is logical to assume that a man's attendance as a workman is to be attributed not only to the wages he receives but to the **conditions under which he works...** [T]he longer a man remains in the employ of the Company the more stable he becomes and, therefore, the more valuable are his services to himself and to his company.

MORALE

[Morale] is the thing without which no battle is ever finally won. The industry that maintains an army of workers without regard to their working and living conditions, their health, recreations, religious and social life cannot succeed in the largest sense.... If it is not carried out on this principal, the whole thing is a failure, but if done in the proper spirit the result is not an army of slaves, but **happy and contented freemen, fighting in harmony with the purpose of their leaders.**

LABOR TURN-OVER

Anything that ties labor and industry together is worth while. It **costs money** to employ and train a man, and as a rule inefficiency is in direct ratio to the labor turnover.

ACCIDENTS

A reduction in the number of accidents represents economy, for nothing is more **wasteful** in industry than accidents. The green man, as a rule, is the one who is injured, or whose carelessness contributes to the injury of his fellow workman.

PROGRESS

From the standpoint of management, perhaps the most satisfactory result is in the promotion of teamwork and the **spirit of co-operation....** The glory of business is not to make money out of it alone, but to make progress in it, to develop men and methods and product, to improve the "state of the art." This cannot be done by management alone, however resourceful and brilliant it may be. It can only be done when the rank and file of the workmen believe in management and are willing to take hold of whatever is proposed and put it over. With such a force it is possible for **things to be better today than yesterday, and better tomorrow than today,** for each day to mark some distinct progress, and everybody to feel that "we did it."

We may not be able to solve all of our problems over-night, but if we all make up our minds we are going to do the right from day to day as we are given to see the right, everything will work out satisfactorily in the end.

—J.R. McWane, 1920

