

believes that the easiest way to dispose of work is to do it. He knows that his boss is waiting for results, not excuses. When he is told to do something he does not rack his brain for reasons and arguments as to why it should not be done, but puts some intelligence and energy into the matter of doing it. Things are accomplished in an hour, which, if undertaken at all in an organization saddled with committee administration or a fussy manager, would take six months.

Since the introduction of laboratory methods of instruction into our educational systems, men trained for numerous activities have been taught to study conditions, observe facts and interpret results. Administrators who apply this training to problems arising in the development of men and women in their organization will have less cause to complain of inefficiency. They will have more people who can carry a message. The elimination of fussy systems of administration will go a long way toward successfully dealing with the human element in efficient management.

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#### THE COLD STORAGE INDUSTRY.

The cold-storage industry, as might be anticipated, has not escaped criticism. In some quarters it has been regarded as a menace to public health on the ground that refrigeration enables dealers to hold food-products for so long a time that they become unfit for consumption. Goods preserved by cold storage have been declared to be inferior to fresh food in quality, wholesomeness and palatability and to produce various disorders. Furthermore, it has been contended that cold storage enables speculators to withdraw food-products from the market and to force up prices to an artificial level, to the great injury of the consumer, thus becoming an instrument of monopoly.

In its relation to the health of the people and less directly in its effects on the cost of living, the cold-storage problem is of immediate interest to the medical man. At the outset it must be admitted that no serious complaints can be brought against the cold-storage warehousemen in general on the ground of unsanitary or unscientific methods of conducting their establishments. Any abuses in this respect are exceptional; and the satisfactory condition of the plants is attested by the results of governmental inspection. The other questions raised have very recently been made the subject of an inquiry by a commission appointed for this purpose by the Governor of Massachusetts. The report of its five members commands notice as the latest pronouncement on this debated topic. The commission recognizes that cold storage has become a fundamental necessity in the distribution of the food-supply of the nation, and sees its principal economic function in the fact that it enables the surplus of certain products in the season of natural plenty to be carried over to meet the demand in the season of natural scarcity. The charge that cold storage in general is detrimental to public health is refuted by an impartial examination of this subject in its hygienic aspects.

In the words of the report: "While abuses have arisen, through the holding of food-products in cold storage for unduly long periods and through the handling of foods by improper methods before and after as well as during refrigeration, the benefits that have come from the salvage of food through cold storage far outweigh any evils that have developed in this field. Cold storage has brought about an expansion and diversification of the food-supply of the population, making certain kinds of food more abundant and more accessible. It thus makes for the conservation of the vital resources of the people. The gain from this source is universal and permanent; the injuries are occasional and temporary, and can be eliminated by proper regulation."—*Journal A. M. A.*