

The School Custodian

By

JAMES FRÉDERICK ROGERS, M. D.

*Consultant in Hygiene
Office of Education*



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FOREWORD

The position of caretaker of a school is a many-sided and an important one, and the matter of his selection, supervision, and training have hardly been given the attention they deserve. There have been, in recent years, some valuable local studies in this field, but no survey of national scope has been attempted since 1922.

In the present study Dr. Rogers has had the assistance of Stella T. Sebern and the advice of W. S. Deffenbaugh, Chief of the Division of American School Systems, whose early investigation of the subject is referred to in the introductory pages. It might seem that such a study falls in the field of school administration but the custodian is an agent concerned with comfort and safety and his qualifications as a hygienist stand first in importance.

The information concerning practices in city schools was collected in 1935 and we regret that pressure of other projects has unduly delayed the publication of this study.

BESS GOODYKOONTZ,
Assistant Commissioner of Education.

The janitor of a modern school building is, next to the principal perhaps the most important officer.

—DRESSLAR.

A good janitor is harder to replace than a good teacher, and in most cases, than a good principal.

—AYERS, WILLIAMS, and WOOD.

A janitor who is careless or indifferent in regard to fire hazards in the smallest details, should not be tolerated under any circumstances.

—GARBER.

Diligent and conscientious caretaking contributes much to the health and habits of the children in all types of schools. . . . Special care should be exercised in their selection and in the organization of their duties.

—*Report of the Consultative Committee on
Infant and Nursery Schools,
London, England.*

THE SCHOOL CUSTODIAN

INTRODUCTION

SET IN the wall of the main corridor of a public school in a small city of Iowa is a bronze tablet bearing, in low relief, the heroic likeness of a man and the inscription—"He gave thirty-two years of faithful service to the youth of this community." From the dedicatory program we learn that the tablet was placed "by its hundreds of donors with the belief that all those who shall frequent these halls in the years to come will be inspired, as we who present it were inspired, by him."

This superior personage, so memorialized, was not a member of the board of education; he was not a superintendent; nor a principal; nor an exceptional teacher, but the school janitor or custodian.

The importance of the janitor in the scheme of public schooling is emphasized in the quotations from hygienists on a previous page but here is a testimonial to the fact that the man who fires the furnace and sweeps the floors may loom in the memory of those who came under his humble ministrations as of more moment than the remaining personnel of the institution. In answer to the question concerning the employment of janitors, a superintendent remarked, "We have no difficulty. We just go out and pick one up." The school may pick up a person who can sweep a room and stoke a furnace, but it does not always choose the best man for this work and it seldom secures one who is at the same time a skilled sanitarian, and an inspiration to youth.

Comfort and cleanliness should not be lacking in a school but they do not weigh heavily against kindness and character, for spiritual hygiene is of more importance than physical hygiene.

Because of the frequent lack of realization of the importance of the school janitor the name has come to be associated with an employee of minor consequence, either as a technician or as a human being. For this reason some attempt has been made to replace the title with that of custodian. However, this name has not been generally adopted and is used most frequently to distinguish the person in general

charge of the janitorial service of a school system or of a large building, and since, in our study we made inquiry concerning the "janitor" and "janitor-engineer," these terms will be made use of frequently in this publication. In the large school system we have a whole hierarchy of caretakers and assistants with specific titles and special responsibilities, but in the vast majority of schools the work and responsibility of engineer, fireman, cleaner, carpenter, mower, supervisor of halls and playgrounds, and everything else pertaining to the care of a building and its inmates devolves upon one person. The term "janitor" had for its ancestor a word meaning doorkeeper or porter, while custodian refers to a guardian or keeper. We have therefore placed on the cover of this publication the more appropriate title, "custodian," for in most schools the "janitor" or "janitor-engineer," is responsible for the physical, and less directly, for the mental and moral welfare of every man, woman, and child in the school.

Whatever we may call the person responsible for the care of a school building and its equipment, fires and explosions and accidents from misplaced furniture or faulty apparatus can be prevented by wise housekeeping. The temperature and cleanliness of the air have their influence on the frequency of respiratory affections and the care of lavatories and toilets have a bearing on contact-spread infections. The work of the school is helped or hindered by clean walls and clear windows. Moreover, the sanitation of the school carries an object lesson for healthful housekeeping in the home.

The modern school requires less labor but more knowledge and skill than was formerly required of the custodian.

The rapid evolution of janitorial-engineering service from comparatively simple, nonskilled work to that of the skilled and technical types has come so unobtrusively that school authorities are as yet but vaguely aware of the change. The janitor-engineer of today must be a skilled mechanic, capable of operating machinery and keeping it in proper condition for use. He must be able to handle efficiently furnaces, thermostats, electric motors, gas engines, ventilating equipment, electrical systems, central vacuum-cleaning systems, electric scrubbing machines, and the like. Economy dictates that expensive equipment should be properly used and should receive the care which its cost and usefulness warrants.

Boards of education, superintendents of schools, principals, teachers, pupils, and the community at large have not come to a full realization of the amount of work and the technical knowledge and skill that are involved in the care of a modern school building. As a consequence, schools often employ janitors who are untrained and sometimes even unfitted by physical or mental incapacity for the exacting and responsible duties which such work involves.

It is natural that the first thought of school officials should be to secure adequate building facilities in which to carry on modern school programs. The next consideration surely ought to be their proper operation and care.¹

That janitors or janitor-engineers do not always measure up to what is expected of them, or should be expected of them, is evident from excerpts from surveys of city schools quoted by Engelhardt in the report of the Subcommittee on the School Plant of the White House Conference.²

Janitors who push sweepings of the schoolroom under radiators, who neglect dusting and fail to scrub and clean properly, who keep dogs in basements, and who leave the buildings at 3:30 p. m., are not satisfactory to a principal interested in the wholesomeness of his school plant.

When fresh air inlets are clogged with dirt and filth, and plenum chambers are used as storage rooms for mops, brooms, dust cloths, and the like, one wonders what excuse can be advanced for such misuse of the provisions that have been made for the health of school children. Dirty window panes, dust laden walls and furniture, basements stored with worn-out equipment, and toilets in the most filthy and degrading conditions, cannot be excused in any school system.

Although school buildings may not conform to desirable standards of construction, there is no excuse for dirty walls or corridors, foul smelling and unclean toilets, closets filled with discarded materials as well as supplies to be utilized, and floors spotted with oil. Many janitors do not even comprehend, of what their ventilating system consists, are unaware of the importance of keeping air intake chambers clean and wholesome, and entirely lack standards of cleanliness.

Gymnasiums are dirty and ill kept, shower rooms are unbelievably dirty, room temperatures invariably too high, window shades torn and missing. With an occasional exception, it may be said that there is evidence of absolute neglect of the sanitation of schools.

¹ Reeves, O. E., and Ganders, H. S. School building management. New York City, Bureau of Publications, Teachers College, Columbia University, 1928.

² Report of the Subcommittee on the School Plant, section III C, White House Conference on Child Health and Protection. (Unpublished.)

That custodians should fall short of the ideal in their practices is to be expected so long as they are untrained or have not even had the experience of visiting a school which is a model of good housekeeping. Nor are they to blame if conditions in the school plant are such as to render sanitation difficult or unsatisfactory. Moreover, until the school caretaker is fully prepared for his work, and even afterward, the superintendent, the principal, or the superintendent of buildings, if he exists, are primarily responsible in that they should know the first principles of sanitary conditions. And yet, from a recent survey of a large city system it was evident that no school officer, general or special, from the superintendent down was informed on so elemental a matter as schoolroom ventilation—although its principles were pointed out by Horace Mann and hence have been known for a century. The unschooled engineering and janitorial staff was, of course, as ignorant of such basic knowledge. The more incompetent the janitorial service the more responsible is the superintendent for the safety and health of his pupils.

Where a director of school hygiene is employed by a school, the supervision of the custodial service from the side of sanitary practice falls in his field, but trained school hygienists are nearly nonexistent.

That the importance of the custodian is taken seriously in many school systems is reflected in the fact that courses of instruction for those occupying such positions have been arranged, not only locally but on a State-wide scale. Moreover a National Association of Custodians and Engineers has interested itself in the development of such training.

PREVIOUS STUDIES

In 1915 W. S. Deffenbaugh, of the Office of Education, collected information concerning janitors and janitor service in cities having a population of from 2,500 to 30,000. At that time, in 78 percent of the cities reporting, the janitor was responsible to the superintendent and principal, while in the remainder he was responsible directly to the board of education. Only 5.3 percent were given an examination before employment and in many instances this was of a perfunctory nature. Many cities, however, had formulated

rules and regulations concerning the duties of the janitor some of which were very detailed.³

In 1922 this Office published a study of school janitor service conducted by John A. Garber⁴ who sent his inquiries to all cities having a population of more than 2,500.

Of the 1,085 cities which replied, about 25 percent reported a "merit system" and 7 percent, civil-service examinations for the selection of janitors. About 7 percent required applicants to pass a physical examination which corresponds closely with, and probably was included in, the civil-service examination.

In 72 percent promotions were made on merit; in 3 percent, on length of service; and in 25 percent, on both length of service and merit.

In 76 percent, janitors were responsible to the superintendent or to the principal; in 12 percent, to the board of education; in 5 percent, to the superintendent or custodian of buildings; in 3 percent, to the head janitor; in about 3 percent, to the "business manager" who at this time was making his appearance on the staff of large city school systems; and in 1 percent, to the clerk of the board, a teacher, or some other official.

Only in about 5 percent was any attempt made at instructing janitors. Besides local efforts at such preparation, in 49 cities extension courses were reported by Iowa State College and the University of Wisconsin.

Intimate local surveys have been made in recent years and the work of the janitor has been carefully studied and defined by Englehardt, Reeves, Ganders, Womrath, and others.

THE PRESENT STUDY

In the present survey of the subject, inquiries were sent to superintendents in all cities having a population of more than 10,000 and in cities of 2,500 to 10,000 persons in 9 representative States.

Since the custodial service in large cities has become specialized, questions concerning "janitors" are likely to result in many instances only in information concerning members

³ Deffenbaugh, W. S. School administration in the smaller cities. Washington, United States Department of the Interior/Office of Education. Bulletin 1915, No. 44.

⁴ Garber, John A. The school janitor. Washington, United States Department of the Interior, Office of Education. Bulletin 1922, No. 24.

of the custodial staff engaged in sweeping, dusting, and similar duties. However, since our inquiry covered "janitors" or "janitor-engineers" the resulting data are not limited, even in large cities, to mere "cleaners."

CITIES HAVING A POPULATION OF 100,000 OR MORE

Of the 93 cities having a population of 100,000 or more, 65, or 70 percent, replied to our inquiries.

General supervision of janitors.—In the school systems of 39 of these cities (46 percent) the janitors, or janitor-engineers, are under the general supervision of the inspector or superintendent of buildings and grounds; in 16, under the director, secretary, or assistant superintendent in charge of business; in 13, the chief engineer, head janitor, or custodian; in 3, the superintendent of maintenance; in 2, a "deputy superintendent," and in 1, the commissioner of buildings. In the last instance the official is in charge of all the public buildings of the city.

Direct responsibility.—In 46, or about 70 percent, the janitors are reported as directly responsible to the principal of the school in which they are employed; in 5, to the principal and superintendent of buildings and grounds; in 5, to the superintendent of buildings; in 5, to the chief custodian or chief engineer; in 2, to the business director; and in 2, to the superintendent of plant and operations (who may, of course, be the superintendent of buildings).

Months employed.—In 53, or 80 percent, of these cities the janitors are employed for 12 months; in 2, for 11 months; in 1, for 10½ months; in 4, for the school year only; in 1, they are employed for 9 months at full, and for 3 months at reduced salaries; in 1, one-fifth of the staff is employed for the entire year and four-fifths for the school year; and 3 cities report that some janitors are employed for the full year and some are not.

Of the 53 schools employing janitors by the full year, 37, or 70 percent, grant 2 weeks' leave with pay; five allow 15 days; five, 1 week; one, 3 weeks; one, 4 weeks; one, 1 day a month; and the remaining three grant no leave.

Hours.—The number of hours' work expected of janitors and especially of janitor-engineers will vary with the season, but the average number of hours per week reported by 50 of

these 65 cities was: 8 hours in 26; 9 hours in 11; 10 hours in 11; 10½ hours in 1; and 12 hours in 1.

On Saturday one school system expects its janitors to be in attendance for 2 hours; in 35 cities they are expected to work 4 hours; in one, 4¼ hours; four, 4½ hours; four, 5 hours; in six, 6 hours; in one, 8 hours; in one, 10 hours; in two, 4 to 8 hours; in one, "most of the time"; and in five, they are not expected to be in attendance.

Of the 50 cities giving data concerning hours of work during the summer, 13 report 4 hours a day; one, 4½ hours; two, 5; three, 6; one, 7½ hours; twenty-six, 8 hours; one, 9; one, 10; and in two, the hours are not fixed.

For night work janitors receive extra pay in 45 cities, and they are paid for other than school work in 7. "Time off" is given to compensate for such work in one school system. The remaining cities of the group did not furnish data.

Selection of janitors.—In 26, or 40 percent of these cities, janitors are employed through civil-service examinations⁵ and in 2 others an examination is arranged by the local board. In the remaining 39 cities the school officer or officers nominating persons for janitor service are: Superintendent of buildings and grounds in 16; business manager and superintendent, 7; superintendent of janitors or head engineer, 4; superintendent of schools, 2; assistant superintendent, 2; committee on property, 2; board members, 2; board of trustees, 1; personnel department, 1; maintenance department, 1; foreman, 1.

Age.—The age requirements of applicants for janitor service, reported by 49 school systems are as follows:

Age	Number of cities	Age	Number of cities
21-25.....	2	25-50.....	3
21-40.....	2	25-55.....	1
21-45.....	4	Not over 40.....	1
21-50.....	1	Not over 45.....	2
21-55.....	2	Not over 50.....	4
21-65.....	1	Not over 60.....	3
25-40.....	2	No definite limits.....	19
25-45.....	2		

In one city one credit is deducted in the civil-service examination for each year of age over 45.

⁵ Sixteen of these 26 cities are in States having a civil-service law.

General education.—Four cities report that their applicants for janitorship must be able to read and write; in 1, they must have completed the sixth grade of school; in 15, they must have passed through the elementary grades; in 1, through the ninth; and in 1, the janitor is expected to have been graduated from a high school. Requirements were not given by the remaining cities. As for special training and experience, 7 cities require that the applicants have a fireman's license; 2 cities require some experience in the operation of boilers; in 1, the janitor must have served 2 years as a helper; in 4, he must have had some experience in schools or industrial establishments; and in 1, the applicant must have attended a night school for janitors and engineers. Some of the "other qualifications" expected of janitors, in the order of frequency of mention are: Good character, neatness of appearance, tact, good judgment, general knowledge, personality, willingness, physical fitness, and a "kindly attitude."

Medical examinations.—Medical examinations of applicants for janitor service are reported as required by 17 (26 percent) of these cities and in 4 of these 17 there is an annual examination. In 15 (23 percent) the examinations are made by the medical staff of the schools.

Probation.—Forty-five, or 70 percent, of these cities place their janitors on probation—2 of them for 2 weeks; 3 for 2 months; 6 for 3 months; 2 for 4 months; 15 for 6 months; 4 for 1 year; and the remainder for no fixed time.

Reasons for discharge.—The reasons given for the discharge of janitors, in the order or frequency of mention are: Inefficient work, unbecoming conduct, disobedience or lack of cooperation, the use of alcohol, dishonesty, lack of courtesy, and the use of tobacco in the school building.

Training.—Los Angeles reports a trade school course of 160 hours for its janitors; Tampa has a vocational course of 30 hours; in Minneapolis special schooling is given 10 hours a month for approximately 3 years; Omaha has classes 1 evening a week throughout the winter; Kansas City reports "special classes" for 2 or 3 weeks; in Fort Worth janitors attend a night school once a week for 9 months; San Diego reports weekly meetings on Saturdays for 2 hours, with lectures and discussions; in St. Louis special training is given

for 10 hours at various schools; Atlanta gives "actual training in one particular school under experienced supervision"; Evansville arranges a training course of 2 weeks; Birmingham and Dallas report meetings with talks and demonstrations. Oklahoma City mentions both night classes and a short summer course at the State Agricultural and Mechanical College; Denver, Baltimore, and Salt Lake City have summer schools. The business manager of Seattle schools writes:

We have 94 schools, including 9 high schools and 4 junior high schools. Each building is in charge of a custodian, and all assistants are called janitors, so we have no assistant janitors.

The buildings are divided into nine groups of similar character, as nearly as may be, and we call the custodians for each group into conference, at least once each year, and discuss with them their group problems, as such are made evident by a comparative statement of operating costs of the buildings in their group.

Each custodian is given a copy of this statement which shows each main item entering into the operating costs with comparisons for 2 previous years.

These conferences have proven highly satisfactory and beneficial to the service as the discussions touch upon every phase of the work and each man shares in the experiences of all the rest. All this creates an esprit-de-corps and a certain amount of good natured rivalry which is of inestimable value to the system as a whole.

This is best evidenced by our fire loss record; we carry no insurance on our buildings and our actual losses by fire during the past 30 years have amounted to only \$15,000. We believe this record is largely attributable to the care and watchfulness of our custodians and janitors whose interest in and faithfulness to their work is not the result of a set of printed rules and regulations rigidly enforced, but to a spirit of emulation fostered by our method of conferences and discussions of all problems connected with the work.

We have by the same means continuously reduced our operating expenses during the past 3 years without in any way curtailing the quantity or quality of the service rendered.

In all, about one-fourth of these 65 cities furnish formal training of more or less thoroughness.

In 6 of the remaining school systems the janitors must first serve as assistants; in 27 they serve at first under experienced custodians; in 4 they receive "no specific instruction"; in 8 there is "no instruction"; and the remaining cities left the question unanswered.

Twenty-two, or one-third of these cities, furnish their janitors with printed instructions concerning their work, and in three, periodicals relating to janitor-engineering work are supplied. In nine cities such journals are subscribed for by the janitors.

Forty-eight, or nearly three-fourths of these cities, have a system for promotion of janitors depending on merit in all and on length of service in 38. Twenty cities report the use of a rating system.

Twenty cities of this group report retirement with pension for janitors.

Sick leave.—No allowance of pay is granted in case of illness in 12 of these cities and in 4 others the janitor must supply a substitute. For the remaining cities the sick leave, as for teachers, shows an astonishing range and combination of days at full or part pay or both, and in some the leave is cumulative. Four cities grant 5 days at full pay; 3 give 7 days; 7 allow 10 days; and 2, 15. All of the remaining cities have differing arrangements. Doubtless the leave for janitors (where granted) does not usually differ from that for teachers and those interested in various allowances are referred for further information to the publication of the Office of Education Bulletin 1934, No. 4, on The Welfare of the Teacher.

In case of absence most cities rely on their list of substitutes to fill the vacancy; others make use of their mechanics or repairmen. In San Francisco new appointees are kept reporting to the warehouse and shop. If a janitor is reported absent one of these men is sent to take his place; if there is no absentee he is used in the warehouse. The number kept reporting is as near what is required for substitute duty as possible—8 men for about 280 regular employees. Women substitutes are notified at their homes by telephone and report as soon as possible; but men must be ready because they operate heating plants. One correspondent states that lack of funds prevents the carrying of extra trained men.

Costume.—In eight of these cities janitors are required to wear uniform dress; in one "they are encouraged to do so and the janitors' association sees that it is done"; in one

they are "encouraged to wear suitable neat clothing with fine results"; in one they "are invited to wear gray jackets"; and in another they are expected to "wear overalls and a cap and to keep clean." In St. Louis, after much experimenting, the costume found most serviceable and satisfactory consists of:

A blouse made of heavy grey cambric cut over a full pattern, 30 yards to the dozen. Band sewed around the bottom of blouse. Two breast pockets; collar attached; 2 button holes in collar so it may be fastened down; 10 white pearl, size No. 18, ligne buttons down the front, 1 on each side at top for collar. Stitched with 40/3 white silk finished thread. Cuffs on sleeves. Neckband sizes must be given, sizes 14 to 19.

Moleskin trousers made of heavy black and white moleskin; pockets of heavy pearl pocketing, banding 2.50 drill pearl, and lined with heavy canvas.

Light weight, military caps, color grey.

Neat and comfortable black shoes must be worn and polished at frequent intervals.

Matrons wear: Dresses made of grey cambric 43 inches long with a 4-inch hem; sleeves 10 inches long and trimmed in white cuffs. There are three pleats on each side of dress, each pleat 2 inches wide; pockets above the pleats and the dress has a full belt and loops for same.

Dust cap made of grey cambric and trimmed with a white ruffe must be worn at all times.

Neat comfortable black shoes and not shoes with worn-down or run-over heels should be worn and kept clean and polished.

Some uniformity of dress is observed by janitors in the schools of 18 percent of these largest cities.

Allotment of labor.—Schools vary greatly in size and condition and the apportioning of work for janitors cannot always be the same; however, the average number of rooms per janitor reported had the wide range of from 7 to 30. One city reported an average of 7 rooms; 5 of 8; 1 of 9; 8 of 10; 8 of 12; 1 of 14; 2 of 15; 1 of 16; 1 of 20; 5 of 25; and 2 of 30. The remaining cities did not give definite figures.

The average number of square feet of floor space per janitor was reported by 28 cities as follows: One city, 5,600; one, 6,000; one, 6,250; four, 8,000; one, 10,000; three, 12,000; one, 14,000; two, 15,000; one, 15,250; two, 16,000; one, 17,000; six, 20,000; one, 21,000; one, 25,000; one, 74,144; one, 77,299.

The average number of pupils per janitor was reported as follows: Two cities, 200 pupils; one, 212; one, 250; one, 270; three, 300; two, 320; two, 350; three, 400; one, 450; one, 500; one, 680; one, 1,125.

As already mentioned, our inquiry concerned "janitors" and "janitor-engineers;" whether the larger figures above mean that the janitor had one or more helpers in his work, we cannot say.

Assistants.—Forty-five of these cities employ assistant janitors, at least in large schools. In 36 they are chosen and employed by the schools; in 9 they are selected by the janitor; and in 6 they are paid by the janitor.

The recess.—In 15 of these cities the janitors have no special duties during the recess periods; in 13 they supervise toilets; in 10 they assist the principals or teachers; in 8 they perform yard duty; in 2 they assist with playground activities; in 1 they look after the doors; in 1 school system there is no recess; and in the remainder the functions of the janitors are determined by the various principals.

The school lunch.—Thirty of these cities report that the janitors have nothing to do with the school lunch; in 10 they clean the rooms; in 2 they assist the principal in handling the children; in 1 they help to serve food; in 2 they have differing assignments according to the principal of the school; in 1 city there are no lunches; and no information was furnished by the remaining cities.

CITIES HAVING A POPULATION OF 30,000 TO 100,000

Information concerning their janitor services was furnished by 153, or 66 percent, of the 232 cities having a population of 30,000 to 100,000.

General supervision.—The janitors, or janitor-engineers are in charge of the superintendent of buildings in 36 percent of these cities; of the business manager in 21 percent; and of the superintendent in 16 percent. In 8 percent they are under the general direction of the chief custodian or chief engineer; in 6 percent under an assistant superintendent; in 6 percent under the clerk or secretary of the board; in 4 percent under the maintenance engineer; in 2 under the clerk; and in 1 under the principal.

Direct responsibility.—The janitors are directly responsible to the principal in 77 percent of these cities; to the principal and business manager in 5 percent; to the principal and superintendent of buildings in 5 percent; to the principal and clerk of the board in 2 percent; to the principal, superintendent, and business manager in 1 percent; to the superintendent of buildings or buildings engineer only, in 5 percent; to the superintendent of maintenance in 2 percent; to the business manager in 2 percent; and to the custodian in 1 percent.

Employment.—Janitors are employed for 12 months in 75 percent of these cities; for the school year only in 15 percent; some are hired by the entire year and some by the school year in 8 percent; in 1 percent they are all employed for 11 months and in 1 city for every other week during the summer vacation.

Leave.—In cities where janitors are hired by the calendar year all but 15 percent grant 2 weeks' leave with pay; 5 percent allow 4 weeks; 2 percent, 3 weeks; and 3 percent, 1 week. In 1 city the head janitor is given 2 weeks and his assistants 1 week; in 5 percent no vacation with pay is allowed.

Hours.—In the cities giving the average hours per day of employment 38 percent report 8 hours; as many, 10 hours; 20 percent, 9 hours; 3 percent, 11 hours; and 1 percent, 8½ hours.

On Saturdays 35 percent expect their janitors to be on duty for 4 hours; 30 percent, 5 hours; 5 percent, 6 hours; 2 percent, 8 hours; and in the remainder the hours were not fixed or not given.

In the cities which employ janitors through the summer, 75 percent expect them to work 8 hours on other than Saturdays; 10 percent, 9 hours; 2 percent, 10 hours; 1 percent, 8½ hours; and 1 percent, 7 hours. The remaining cities had no rule or gave no definite answer.

Night work.—The janitors are paid extra for night duty in 75 percent of these cities; they are paid except for school work in 15 percent. They are not given extra pay in the remaining 10 percent.

Selection.—Examinations under civil service were reported only by cities in Massachusetts, New York, and Ohio. All

but one of the cities in each of these three States report their janitors are chosen in this way. Only four cities of this size in other States make any formal examination. In Hamtramck a series of intelligence tests are used. Where they are not chosen by competitive examinations (80 percent of all), the following officials select the janitors: Superintendent of buildings and grounds in 20 percent; the business manager in 16 percent; superintendent of schools in 10 percent; chief engineer or superintendent of janitors in 7 percent; assistant superintendent in 4 percent; principal and business manager in 4 percent; property committee in 3 percent; janitorial committee in 1 percent; members of board in rotation in 1 percent; the inspector of school buildings in 1 percent; and the school principal in 1 percent. The remaining 15 percent did not answer.

Age.—The age at time of employment is set by the civil service boards in 15 percent of these cities (see above) and 25 percent gave no answer to the inquiry, which probably means that there are no definite requirements. A tabulation showing the requirements for the group is as follows:

<i>Age</i>	<i>Percent</i>	<i>Age</i>	<i>Percent</i>
20-50.....	1	30-55.....	1
21-35.....	1	Not over 40.....	6
21-40.....	2	Not over 45.....	6
21-45.....	6	Not over 50.....	4
21-46.....	1	Not over 55.....	4
21-50.....	2	Not over 60.....	2
25-40.....	2	Not over 70.....	1
25-45.....	5	No definite limit.....	12
25-50.....	1	Not answering inquiry.....	25
25-60.....	1	Age set at time of employ- ment.....	15
30-45.....	1		
30-52.....	1		

General education.—One percent of these cities require their janitors to be able to speak English; 6 percent that they can read and write; in 14 percent they must have an elementary-school, and in 5 percent, a high-school training. In 15 percent the educational requirements of applicants are set by the civil-service authorities. In about 60 percent, therefore, there is no requirement. It would seem to be rare, however, that a man or woman with sufficient schooling should not be available, unless the salary is deplorably small.

Special training.—In 11 percent previous special training is required of firemen or engineers (probably a State requirement) and one school system requires that janitors shall have attended a 6 weeks' engineering training school. Previous experience is apparently not expected in the remaining school systems. Skill in carpentry and painting are taken into account by 3 percent.

As to other qualifications these, in the order of frequency of mention, were: Good character, physical fitness, energy, neat appearance, temperance, and resourcefulness. Tact with children and freedom from the use of profanity are also mentioned.

Medical examinations.—A certificate from a physician is demanded by 28 percent of these cities. In half of these cities it is required annually, and in 7 percent the examination is made by physicians employed by the schools.

Probation.—Forty percent of these school systems report that they place their janitors on probation. In 13 percent the period of probation is 6 months; in 12 percent, 3 months; in 1 percent, 2 months; in 1 percent, 2 weeks. In 6 percent it is for 1 year; and in 3 percent, for 3 years. (In these latter cities the probation is a part of the scheme for retirement with pension.) No definite time is mentioned by the remaining respondents.

Discharge.—Among reasons for discharge of janitors, inefficiency or unsatisfactory service is mentioned by 57 percent; misconduct by 26 percent; insubordination or lack of cooperation by 22 percent; the use of alcohol by 20 percent; neglect of duty by 10 percent; dishonesty or theft by 10. Smoking on the premises is mentioned by 1 percent. One city mentions political activity and another "moving out of the city."

Training of janitors.—The city of Hamtramck, Mich., requires its applicants for positions to complete satisfactorily a 6-week evening course given by the chief custodian and maintenance engineer. Two weeks of training are also given after appointment. In Lincoln, Nebr., a night course is arranged under the Smith-Hughes Act. Schooling is given 2 hours once a week for 22 weeks by members of the faculty of the University of Nebraska, the Board of Educa-

tion, and representatives from industrial firms. Madison, Wis., reports a course of 20 hours given by a teacher from the State vocational board. Superior, Wis., sends its janitors to the Minneapolis training school for 2 weeks. In Rockford, Ill., instruction is furnished from 11 to 12 o'clock on Saturdays for 10 weeks by the superintendent of buildings. In Aurora, Ill., schooling is given 8 hours daily for 1 week by a teacher from the Minneapolis School for Janitors. Oak Park, Ill., reports an annual institute held in the last week of June lasting 6 hours daily for 5 days with demonstrations, class work, and theoretical studies. Monthly meetings are also held for discussion of work. In Muskogee, Okla., the superintendent of buildings and grounds furnishes instruction for 1½ hours once a month. In East Chicago, Ind., training is given by the superintendent of buildings with demonstrations at the School for Custodians and Engineers of Purdue University. In Durham, N. C., a class is conducted once a week throughout the year (40 hours) by the business manager. Janitors of Asheville, Charlotte, and Raleigh are sent to the summer school conducted by the State School Commission. (See p. 39.) Santa Barbara, Calif., reports a course given by the assistant superintendent and director of vocational education pursued 1 hour per week "until finished."

In all, 14 school systems in these 232 cities (6 percent) give their janitors considerable formal schooling for their work. Fifty-four percent report some training for janitors in service. In 20 percent this is given by the superintendent of buildings; in 20 percent by the chief engineer or chief custodian; in 6 percent by other janitors selected for their ability; in 5 percent by the business manager, and in 3 percent by an assistant superintendent. In 95, or 40 percent, of these cities no instruction is given. Only 20 percent furnish their janitors with any literature concerning their work. In 6 percent some janitors or engineers subscribe to professional journals.

Forty-five percent of these cities report a system of promotion for their janitors. In all, this is based on merit, and in 25 percent also on length of service. Six percent have a definite method of rating.

Twenty-two percent retire their janitors with pension, the State system applying to janitors in Massachusetts, New Hampshire, New Jersey, New York, Ohio, and Pennsylvania.

Sick leave.—Thirty-two percent of these cities report that they allow no sick leave with pay or have no rule on the subject. In the remaining cities there is, as in larger cities, a great range and variety in allowance, from deduction of a substitute's pay, to 1 month at full pay, granted by Salem Mass. The most frequent grant is 10 days at full pay (15 percent of cities) and the next is 5 days at full pay (6 percent).

In case of absence, 6 percent fill the vacancy with one of the extra janitors whom they employ and one school system keeps two extra men on part pay. In 15 percent, men are drawn from the department of maintenance; in 4 percent, extra work is done by the regular janitors. Forty percent have a list of substitutes on file. In 15 percent there is no provision and the remaining cities did not furnish information on this subject.

Assistants.—Sixty-five percent of these cities report the employment of assistant janitors at least in some schools. In 48 percent they are employed by the department of education. In 17 percent they are selected by the janitor and in 15 percent they are paid by the janitor.

Costume.—Five percent of these schools require uniformity of dress in their janitors and in one other city this is expected in high schools. In Muncie, Ind., the dress consists of gray shirt, black bow tie, dark gray trousers, and black shoes.

Allotment of labor.—One city reports that the number of rooms assigned to one janitor ranges from 4 to 24. The average number per janitor mentioned by other cities was as follows:

Rooms per janitor	Number of cities	Rooms per janitor	Number of cities
5½.....	1	13.....	1
6.....	1	14.....	3
7.....	1	15.....	5
8.....	17	18.....	2
10.....	15	20.....	2
12.....	13	22.....	1

One city gives the average per janitor as 8 and for a janitor and an assistant, 12.

The average floor area per janitor is—

Number of cities reporting	Floor space per janitor	Number of cities reporting	Floor space per janitor
1	2,560	1	14,000
1	5,500	2	15,000
1	6,000	1	17,000
1	7,200	2	18,000
1	7,500	1	19,000
3	8,000	1	19,500
1	9,000	4	20,000
1	9,977	1	23,000
8	10,000	1	25,000
2	11,000	1	30,000
2	12,000	1	32,922

The average number of pupils per janitor is—

Pupils	Cities reporting	Pupils	Cities reporting
147	1	300	4
158	1	330	1
167	1	336	1
170	1	350	4
175	1	370	1
180	1	375	1
200	3	387	1
222	1	400	3
225	1	425	1
250	1	450	2
260	1	500	3

In Hamtramck "each custodian is required to do 170 units of work. One unit consists of 100 square feet of floor space, 2,000 square feet of ground area, and 1,000 cubic feet of building area."

Recess.—In 35 percent of these cities the janitors have no special duties during the recess period; in 35 percent they have charge of the boys' toilets. Six percent of the respondents report the ringing of bells or opening of doors and the remainder state that the janitors assist the principal or teacher in the corridors or on the playground.

CITIES HAVING A POPULATION OF 10,000 TO 30,000

Of the 671 cities having a population of from 10,000 to 30,000, 415, or 62 percent, responded to our request for information.

General supervision.—School systems in communities of this size are, as a rule, more simply organized than is the case in larger cities. There are not so many specialists in administration and in nearly two-thirds we find the janitors under the general direction of the superintendent. In 13 percent they are under the superintendent of buildings and grounds; in 10 percent, under the business manager; in 4 percent, under the custodian or chief engineer; in 2, under the superintendent and principal; in 2, under the superintendent and business manager; in 2, under the secretary or clerk of the board; in 2, under the superintendent and committee of the board; in 1, under the superintendent and chairman of the committee on buildings and grounds; in 1, under the secretary; in 1, under the attendance and efficiency officer; in 1, under the principal, and in 1 percent, under the utility engineer.

Direct responsibility.—In 84 percent of these cities the janitors are directly responsible to the principal; in 5 percent to the superintendent; in 5 percent to the custodian or superintendent of janitors; in 1 percent to the superintendent of maintenance; in 1 to the superintendent of buildings and grounds; in 1 to the principal and business manager; in 1 to the principal and head custodian; in 1 to the principal and superintendent of buildings; and in 1 percent to the head janitor and superintendent of buildings.

Employment.—In 70 percent of these school systems janitors are employed for 12 months and in 8 percent some janitors are so employed; in 1 percent they are employed for 11 months; in 6 percent they are employed for part time during the summer; and in the remaining 15 percent they are hired for the school year only.

Of the cities employing some or all janitors by the entire year, 10 percent grant 1 week of vacation; 80 percent allow 2 weeks or 10 days; 1 percent, 15 days; 2 percent, 3 weeks; and 4 percent, 30 days. One city allows 2 weeks' vacation and 1 week to attend a training school. No leave is granted by 3 percent.

The average number of hours of work was given by these cities as follows:

Hours	Percent of cities	Hours	Percent of cities
6.....	1	10½.....	1
8.....	23	11.....	3
9.....	12	11½.....	1
9½.....	1	12.....	2
10.....	21	Not given.....	35

Lincoln Park, Mich., reports that "engineers work until 3 p. m. and janitors then come and stay until 11 p. m."

One percent of these cities expect their janitors to serve 3 hours on Saturday; 22 percent, 4 hours; 25 percent, 5 hours; 5 percent, a "half day"; 1 percent, 6 hours; 3 percent, 7 hours; 8 percent, 8 hours; 2 percent, 9 hours; and 2 percent, 10 hours.

During the summer months the usual hours of employment are 8.

In 48 percent of the cities of this size the janitors are paid for night duty; in 10 percent for night work other than school purposes. Two percent have special night custodians. In the remaining 40 percent the janitors are expected to do night work without extra pay.

Employment of janitors.—Only cities in Massachusetts, New York, and Ohio, in which States there are civil-service commissions, report civil-service examinations, and only 2 percent of the cities in other States report any formal tests. Ten of the 30 Massachusetts cities reporting, 10 of the 26 New York cities, and 18 of the 24 Ohio cities, select their janitors from civil-service lists.

Where janitors are not chosen by examination (about 89 percent of this group of cities) persons for such positions are nominated by the superintendent of schools in 37 percent; by the board or a committee of the board in 12 percent; by the superintendent of buildings and grounds in 4 percent; by the supervising janitor in 4 percent; by the engineer in 2 percent; by the business manager in 2 percent; by the janitorial committee for the board in 2 percent; and by the secretary or clerk of the board in 2. In the remaining 24 percent of cities the janitors are selected by some combination of the above officials.

Age.—The age requirements for janitors, where given, are as follows:

<i>Age</i>	<i>Percent by cities</i>	<i>Age</i>	<i>Percent by cities</i>
18-65.....	1	35-45.....	2
21-40.....	1	35-50.....	1
21-45.....	2	35-55.....	1
21-50.....	2	Not under 21.....	4
21-55.....	1	Not under 30.....	2
21-60.....	1	Not under 40.....	2
21-70.....	1	Not under 45.....	1
25-35.....	1	Not over 40.....	1
25-40.....	1	Not over 45.....	3
25-45.....	1	Not over 50.....	4
25-50.....	2	Not over 55.....	1
25-55.....	1	Not over 60.....	3
25-70.....	1	Not over 65.....	1
30-45.....	1	Not over 70.....	1
30-50.....	2	Not given.....	53
30-60.....	1		

General education.—In 3 percent the janitor is expected to be at least able to read and write; in 10 percent he must have an elementary schooling; in 2 percent he must have completed the junior high school; and in 2 percent he is expected to have attended high school. The remaining 83 percent gave no specific requirement.

Special education.—One city of this group requires that the applicant present a certificate from a janitorial trade school. A State license as a boiler fireman is required by one school system and some experience in handling boilers is expected by 11 percent. Three percent of respondents prefer that their men be skillful in carpentry and in making repairs. In one school system "engineers are chosen to qualify for particular positions, i. e., one is also electrical man and another is a boiler expert."

Other qualifications.—In order of frequency of mention the following personal qualities are looked for: Good character, neatness of appearance, good personality, abstinence from alcohol, no use of tobacco, and that the applicant is married.

Medical examinations.—In 21 percent of these cities janitors are required to present a certificate of good health from a physician. In 10 percent a medical examination is required annually (half of these cities are in a State where such an examination is required by law). In one city an

examination is required every 2 years; in one, every 3 years; and in one, every 5 years. In 7 percent of the above cities the examining is done by physicians employed by the schools.

Probation.—In 30 percent of the cities of this size, janitors are placed on probation. In 2 percent for 1 month; in 1 percent for 2 months; in 1 for 3 months; in 1 for 4 months; in 1 for 10 months; and in 14 percent for 1 year. In the remaining 10 percent they are "always on probation" or "can be dismissed at any time."

Inefficient work is given as a cause for the discharge of janitors in 45 percent of these cities; noncooperation or insubordination by 18 percent; immoral conduct by 10 percent; the use of alcohol by 7 percent.

Training of janitors.—Thirty-five percent of these cities report that their janitors are given no training.

Fort Collins, Colo., sends its janitors to a summer course for custodians at the Colorado State College of Education; janitors in Peru and Whiting, Ind., attend a 2-day course at Purdue University; the 6-week summer course in Iowa State College trains janitors of Ames; a 5-day course given by the Kansas State Board for Vocational Education at the Kansas State Teachers College of Pittsburg is reported by that city, Atchison, Coffeyville, and Salina. Royal Oak, Mich., makes use of a course for 3 days each year at the State Agricultural College and Mankato, Minn., requires its janitors to attend the 40-hour course at the State University. Six of the eight cities of North Carolina report that they send some or all of their men to the summer course given by the State School Commission.

Besides the above-mentioned cities which find training schools at hand, the janitors of Bessemer, Ala., attend monthly meetings. A special instructor is employed. Burbank, Calif., reports special evening classes; in Santa Cruz the head custodian gives instruction for 2 hours each month; in Palo Alto the janitors have regular scheduled meetings. Pomona reports attendance on "district meetings." In Greeley, Colo., the new janitor works with the head janitor 2 hours a day for a month; in Lakeland, Fla., the novice is instructed by the chief janitor for 2 weeks before a building is turned over to him; in Boise, Idaho, a course is given by the superintendent of buildings and

grounds. In New Castle, Ind., four meetings, presided over by experts, are held during the school year; a 2-day summer school is held in Chicago Heights, Ill., presided over by an instructor from the University of Minnesota; Fort Madison, Iowa, arranges a 3-day 8-hour course under experts from the State Agricultural College; in Ottumwa, Iowa, an extension course is given by the State agricultural board; Arkansas City, Kans., furnishes instruction by its best custodian for 10 weeks during the summer. Meetings are held for instruction in the summer vacation at Lafayette, La.; lectures and demonstrations are given by competent instructors to the janitors of Wellesley, Mass. In Union City, Mo., instruction is given once a month by the foreman; South River, N. J., mentions lectures and conferences for its janitors; in Freeport, N. Y., the new janitor is assigned to work under an expert custodian for from 3 to 6 months; in Okmulgee, Okla., group meetings are held under the direction of the superintendent of buildings and grounds on 5 or 6 Saturday mornings; in Shawnee, Okla., an 8-hour course is given in summer by an instructor in manual arts; in Washington, Pa., the utility engineer gives training for 3 weeks; in Munhall, Pa., practical demonstrations of machinery in use, with examinations, are given together with instruction by senior janitors, 1 hour each day for 3 weeks; Pottstown, Pa., mentions health talks by the school medical inspector together with instruction by the head janitor as to firing; in West Warwick, R. I., a course in fire practices is given by the Rhode Island State Fireman's League; in Lubbock, Tex., the new janitors meet with the superintendent of maintenance twice a month; in Pampa, Tex., they meet once a month with the superintendent, principal, and head janitor; and in Provo, Utah, janitors attend a summer course for 1 week.

Five percent of the remaining cities mention some instruction of janitors by the superintendent; 5 percent by the head janitor; 4 percent by the superintendent of buildings and grounds. In all, 65 percent report some sort of instruction.

However, in only 26 percent of all of these school systems is any printed material concerning their work furnished to janitors.

Promotion and retirement.—Seventeen percent of these school systems have a method of promotion for their janitors. In all cases this is founded on merit and in 11 percent, length of service is also taken into account. In 3 percent a formal rating sheet is used.

Cities in New Jersey, New York, Ohio, and Pennsylvania report a retirement system with pension. Monroe, Mich., "continues financial aid to old employees who have become incapacitated;" in one city janitors over 65 are given "guard duty or other light duty at half pay." One respondent remarks "We should have a retirement system for janitors by all means. Doddering old men are kept on through sympathy." Altogether, only about 10 percent of these cities report any provision for pensioning these workers.

Sick leave.—Half of these cities grant sick leave to janitors, though in 10 percent a substitute must be furnished. The most frequent allowance (12 percent of cities) is for 10 days per year at full pay and the next most common (10 percent) is 5 days.

Substitute janitors.—For supplying the place of absent janitors, four of these cities report that they have a few persons available whom they have trained, at a reduced salary. The remaining school systems seem to depend altogether on untrained substitutes. Possibly assistant janitors are often made use of in emergency. Forty-five percent of these cities employ such assistants. In 20 percent of schools they are selected by the janitor and in 14 percent they are paid by him.

Dress.—In 5 percent of these cities uniform dress is required. In one city the board of education bears half the cost, and in one the first two suits are furnished free. In Manitowoc, Wis., all custodians wear gray shirts with black ties and dark trousers.

Allotment of labor (where given)

<i>Rooms per janitor</i>	<i>Percent of cities</i>	<i>Rooms per janitor</i>	<i>Percent of cities</i>	<i>Rooms per janitor</i>	<i>Percent of cities</i>
5.....	1	11.....	1	17.....	2
6.....	3	12.....	10	18.....	1
7.....	1	13.....	2	20.....	1
8.....	8	14.....	6	23.....	1
9.....	3	15.....	2	25.....	2
10.....	22	16.....	2	26.....	26

! Not allotted.

Floor space per janitor

<i>Number of square feet</i>	<i>Percent of cities</i>	<i>Number of square feet</i>	<i>Percent of cities</i>	<i>Number of square feet</i>	<i>Percent of cities</i>
4,800.....	1	8,500.....	1	17,500.....	1
5,000.....	1	9,000.....	1	19,000.....	1
5,200.....	1	9,600.....	2	20,000.....	3
6,000.....	1	10,000.....	7	30,000.....	1
7,000.....	4	12,000.....	6	(1).....	63
8,000.....	2	14,000.....	2		
8,300.....	1	16,000.....	1		

¹ Not stated.

<i>Number of pupils per janitor</i>	<i>Percent of cities</i>	<i>Number of pupils per janitor</i>	<i>Percent of cities</i>	<i>Number of pupils per janitor</i>	<i>Percent of cities</i>
150.....	1	285.....	1	480.....	2
180.....	1	300.....	17	500.....	5
190.....	1	310.....	1	540.....	1
200.....	5	330.....	1	583.....	1
230.....	1	340.....	1	600.....	1
250.....	5	350.....	10	700.....	1
260.....	1	400.....	6	(1).....	35
266.....	1	450.....	1		

¹ Not reporting.

Assistants.—Assistants are employed in 45 percent of these cities; in 21 percent they are selected by the janitor; and in 15 percent they are paid by him.

Recess.—In 30 percent of these cities the janitors have no duties to perform in connection with the recess period; in 27 percent they look after the basements and toilets; in 10 percent they help to supervise the playgrounds. In 3 percent they are expected to ring bells and open doors. The remaining 30 percent did not furnish specific information.

CITIES HAVING A POPULATION OF FROM 2,500 TO 10,000

Inquiries were sent to superintendents in communities of the above populations in Alabama, California, Illinois, Kansas, Massachusetts, Minnesota, New Jersey, Ohio, and Texas. It was felt that information from these nine States would be representative for the country at large. Four hundred and twenty-five, or 55 percent, of the cities within the limits of population in these States answered our questions.

General supervision.—In 62 percent of these school systems the superintendent is in general charge of the janitorial service. In 15 percent the janitors are under the principal or supervising principal; in 5 percent, under the clerk; in 5

percent, under the superintendent of buildings and grounds; in 5 percent, under the committee on buildings and grounds; in 3 percent, under the school board; and in 3 percent, under the head janitor. Information was not given on this subject by the remaining 2 percent.

Direct responsibility.—In 77 percent of these communities the janitors are directly responsible to the principal of the school in which they work; in 16 percent, to the superintendent; in 3 percent, to the board of education; in 1 percent, to the district clerk; in 1 percent, to the committee on buildings and grounds; in 1, to the superintendent of buildings and grounds; and in 1, to the head janitor.

Employment.—In 65 percent of these cities the janitors are employed for 12 months and in 18 percent some of them are so employed. In 17 percent they are hired for the school year only. Where some, or all, are employed for the entire year (353 cities) 1 week of leave is granted in 42 cities; 2 weeks in 223 cities; 15 days in 4 cities; 3 weeks in 4 cities; 30 days in 21 cities; 2 months in 4 cities; and the summer-time after cleaning is done in 8 cities. No vacation is allowed in the remaining 47 cities.

Average hours of work as reported by 255 cities of this group

Week-day hours	Number of cities	On Saturday ¹		In summer ¹	
		Hours	Number of cities	Hours	Number of cities
1	2	3	4	5	6
5.....	4				
6.....	4	4	72	4	72
8.....	85	5	68	5	68
9.....	34	6	25	6	25
9½.....	5	7	8		
10.....	94	8	47		
11.....	4			7	8
12.....	21			8	47
14.....	4			9	8
				10	16

¹ Not all of the schools reporting employ janitors on Saturday and in the summer.

Thirty-one percent of these cities pay their janitors for night work and in 12 percent they are paid when the building is used for other than school purposes. Two percent have a night janitor who takes care of such work. The remaining cities did not furnish information on this subject.

Employment of janitors.—Only one of the three States in which janitors are employed through civil-service examination was represented in these returns. Of the 40 Ohio cities returning our questionnaire, 10 employ all or some janitors by such examinations. Two cities in other States with no civil-service system report a formal examination.

Where janitors are not employed by civil-service or other competitive examination (97 percent of these communities) the person to be chosen is nominated by the superintendent in 50 percent; the trustees or school board in 25 percent; a committee or member of the board in 10 percent; the principal in 5 percent; the superintendent of buildings and grounds in 2 percent; the business manager in 1 percent; the chief engineer in 1 percent; and the head janitor, engineer and superintendent in 1 percent. The question was not answered by 5 percent.

Qualifications.—Only 22 percent of these cities set any limits concerning the age of their applicants for the position of custodian. These were given as follows:

Age	Percent of cities	Age	Percent of cities
21-45	1	30-50	1
21-50	2	45-50	1
21-55	1	Over 21 years	4
21-65	1	Not over 35 years	3
21-70	1	Not over 50 years	2
25-35	1	Not over 60 years	2
25-40	1	No limit set	78
25-45	1		

Two percent of these school systems demand that their janitors can read and write; 7 percent that they have an elementary schooling; and 2 percent that they have attended high school. The remaining cities (89 percent of all) set no requirement although they doubtless seldom find it necessary to employ a person without some education.

No special training prior to employment is required by any of these schools although a few respondents mention that they prefer men who are experienced as plumbers, plasterers, carpenters, etc., and 5 percent expect them to know how to manage a heating plant.

Medical examination.—In 16 percent of these cities a health certificate is required and in half of this group it is expected

annually. In only 2 percent is the examination made by physicians employed by the schools.

Probation.—Twenty percent of these cities have a definite probationary period for their janitors. In 3 percent this period is 30 days; in 2 percent, 3 months; in 3 percent, 6 months; and in 12 percent, 1 year.

The most frequently mentioned causes for discharge of custodians are: Inefficiency, 45 percent of respondents; improper conduct, 30 percent; insubordination, 15 percent; and the use of alcohol, 12 percent. Slovenliness and uncleanliness were mentioned by 5 percent.

Training in service.—Twenty, or 5 percent, of these cities take advantage of opportunities for formal training of janitors in courses given by State institutions or in large cities. However, only 7 of the 42 cities of Kansas which reported, send their custodians to the janitorial schools of that State and 9 of the 59 cities of Minnesota. (North Carolina, where the State maintains a summer course, was not represented in this group). Attendance for 2 years in a course for janitors in trade schools is reported from two cities of California—Chico, Calif., reports a series of 12 lectures by engineers and the superintendent, and Banning, Calif., provides its men with books and sends them to a "janitorial convention." Besides the above 5 percent, 12 percent furnish some instruction by the superintendent, principal, superintendent of buildings and grounds, head janitor, or business manager, and 15 percent report that their new janitors are set to work under men with experience.

The amount of instruction for janitors considered essential varies from "a short talk when badly needed" to 2 years of teaching. The business manager of one of these cities remarks, "We find it takes 2 years to properly train good janitors."

Only 17 percent of these cities furnish their janitors with printed instructions with reference to their work and 7 percent supply them with periodicals which may be helpful.

Promotion and pension.—Ten percent of these cities report a system of promotion by merit and service, and 2 percent have a formal system of rating.

All but 8 of the 72 New Jersey cities give their janitors the advantage of the State retirement system. In another

State the business manager remarks, "This State has a retirement provision but it does not apply to school employees other than teachers. This is a gross injustice."

Only 21 percent of the cities of this size grant sick leave except that the janitor may often receive pay above the amount expended for his substitute. Of the 21 percent, 51 cities grant 5 days, and 38 cities 10 days leave annually at full pay.

When a janitor is ill the schools in these communities are usually without an experienced substitute although the statement that "there are plenty on the waiting list" tells us that someone is always obtainable. The remark, "We employ another with all the necessary qualifications" would seem to indicate a surplus of trained men which of course is not the case anywhere. "We get some day laborer" is probably more nearly the usual situation. In one community "the wife or other relatives do the work," and it is to be hoped that skill in janitorial service runs in the family.

Forty percent of these cities employ assistants for custodial work and in half of them the assistants are chosen and paid by the janitors.

Dress.—In 8 cities, or 2 percent, of this group, the janitors wear a costume selected by the board of education.

Allotment of labor.—When given, the average number of rooms, the floor area, and number of pupils per janitor was as follows:

Number of rooms	Percent of cities	Floor space	Percent of cities	Pupils	Percent of cities
1	2	3	4	5	6
5.....	1	5,000	2	150	1
6.....	6	6,000	3	160	2
7.....	3	7,200	4	180	1
8.....	3	7,500	1	200	4
9.....	4	8,000	3	225	3
10.....	13	8,250	2	250	7
12.....	18	8,600	1	275	3
14.....	4	9,000	5	280	1
15.....	10	9,500	1	300	13
16.....	1	10,000	7	320	1
17.....	1	12,000	7	350	4
18.....	1	12,800	1	360	1
20.....	3	14,000	3	375	1
22.....	1	15,000	4	400	13
25.....	1	16,000	2	450	2
31.....	31	20,000	2	500	2
(1).....		25,000	3	600	2
		25,000	1	800	1
		(1)	48	(1)	23

1 Not stated.

Recess.—Only 25 percent of these cities report any special assignment of duties at recess; in 15 percent the janitors look after the boys' toilets; and in 10 percent they assist in supervising the playground.

For purposes of comparison the statistical data from cities of the preceding four groups are presented in tabular form.

Comparative data for cities of the 4 population groups

	Percent in cities of—			
	100,000 and over	50,000-100,000	10,000-50,000	2,500-10,000
1	2	3	4	5
General supervision by superintendent or principal.....		16	60	80
Directly responsible to principal.....	70	77	84	98
Employed for full year.....	80	75	79	45
Working hours most frequently reported.....	8-10	8-10	8-10	8-10
Employed under civil service.....	40	20	20	2
Medical examination required.....	28	28	21	16
Placed on probation.....	70	60	30	20
Most frequent period of probation, in months.....	6	6	12	12
Janitors receive formal training.....	28	6	4	8
At least some instruction furnished.....	88	60	65	17
Printed directions furnished.....	23	20	26	17
Sick leave granted.....	75	68	40	21
Uniform dress required.....	8	5	5	2
Assistants paid by janitors.....	13	23	24	20
Most frequent allotment of rooms.....	10-12	8-12	10	12
Usual space per janitor in square feet.....	8,000-12,000	10,000	10,000-12,000	10,000-12,000
Most common number of pupils.....	300-400	250-300	300-350	300-400

¹ 16 of the 26 cities are in States having civil-service laws.

² All are in States having civil-service laws.

THE CUSTODIAN AND SAFETY

The question was asked of administrators "What is the function of the janitor with reference to the safety of pupils, inside and outside the building?" Possibly this deserved only the general answer that the janitor takes every precaution to prevent accidents. Such a statement would seem especially to apply to the janitor-engineer. It is somewhat surprising to learn, in a considerable percentage of instances, that the janitor has nothing to do with safety. Many more positive replies indicate that he is concerned only in case of

emergency. However, a few reports such as, "he tests fire escapes," "keeps stairs and exits free from obstruction," or "he keeps everything in repair" indicate that the janitor is often active on the side of safety. Two respondents mention that their janitors prevent the accumulation of rubbish and inflammable materials and in one school system the janitor must inspect all panic hardware and fire-fighting equipment daily and file a report with the principal. However, it is much easier to prevent fires than to extinguish them.

As Garber⁸ remarks, "A janitor who is careless or indifferent in regard to fire hazards, in the smallest details, should not be tolerated under any circumstances."

WOMEN AS CUSTODIANS

Women are employed as assistants to the janitor in many schools and one city reports that its janitors are firemen only, the women doing all the cleaning.⁹ On this subject, Reeves and Ganders⁸ say:

If toilet rooms are to be cleaned daily during school hours, it will be necessary that one or more women assistants be employed on the janitorial force. Women assistants are needed also to supervise girls' toilet rooms during intermission. If there are no women assistants the cleaning of girls' toilet rooms must be left until after school hours. This is not satisfactory because the need for cleaning occurs during the day and because janitors do not have sufficient time for the work after school when every minute should be given to the cleaning of classrooms. Superficial cleaning of both toilet rooms and classrooms will result if toilet rooms are left for cleaning after school.

Women assistants can perform many other light cleaning jobs about a school building. They can take care of offices, rest rooms, nurses' rooms, and the like. They can do light work such as dusting furniture and cleaning blackboards and erasers. In some schools observed by the writers, women did much heavy work, such as sweeping floors, using vacuum cleaners, washing windows, and even scrubbing and mopping floors. It is advisable, however, to employ men to perform the more difficult work in caring for school buildings. In an elementary school there are also many items of service that women assistants can perform, such as washing the faces of little children, giving first-aid to girls who have been hurt on the playground, serving milk, and the like. But the greatest need of them is in the care and supervision of toilet rooms.

⁸ Op. Cit.

The employment of women on the janitorial force should not be carried too far. Women cannot entirely supplant men in janitorial-engineering work. The only school which is in a worse situation than one that employs no women on the janitorial-engineering force is the school that employs no men on the force except a fireman. There is need for both men and women on a school janitorial-engineering force.

REVIEW AND REMARKS

While the superintendent or principal should have general knowledge concerning the matter of comfort and cleanliness of the schools in which he works it is hardly to be expected that he can be posted as to details of practice which bring about those conditions. As chief of the school system he is responsible for everything but even where the organization is simple and there is no go-between building department, or business department, the janitor, like the teacher, should be expected to know the duties of his position and how to fulfill them.

Division of labor, or supervision of labor, in the administration of public schools, appears in cities of about 20,000 persons and increases in frequency as the population rises. It is to be expected then that in communities of less than 10,000, the janitor would, in most cases, serve under the general supervision of the superintendent. This is the case in nearly two-thirds of cities of from 10,000 to 30,000 people.

In most of the remaining school systems the superintendent of buildings or the business manager is in general charge and the proportion in which the janitors are under some such specialized subordinates increases until in the group of largest cities, about two-thirds are under the direction of the department of buildings or maintenance and the remainder under the department of business. (Where the janitors are under the business manager it is likely that a superintendent of buildings does not exist.)

The results of the work of the janitor and janitor-engineer are evident to teachers and principals every day and every hour and it is generally recommended, by those who have studied the subject, that the janitor should be directly responsible to the principal of the school in which he works. This implies that this officer should be informed as to what the results of janitor service should be even though the

methods of most economically achieving those results are out of his field of knowledge. In the group of largest cities janitors are responsible to the principal in 70 percent, and this proportion rises to 93 percent in the group of smallest communities. It is to be hoped that the principal not only judges his janitor by conditions in rooms, corridors, and toilets, but also in furnace room, closets, condition of drinking fountains, of fire apparatus, and all things having to do with health and safety as well as comfort. Such supervision should be somebody's business.

In 80 percent of the largest cities all janitors seem to be employed for 12 months, but the proportion falls to 65 percent in the communities of 2,500 to 10,000 people. No matter for how many months they are paid it is to be hoped that the salary for the total year is adequate, especially for those janitors who by study and industry have made themselves worthy of their hire. Statistics of salaries given later hardly support this hope in all instances.

On this subject Garber⁶ wrote:

Perhaps the best reason why janitors should be employed and paid for the entire year is the fact that a better class of men can be secured by that method, and the advantage would, therefore, be reflected in more efficient service throughout the year. Many cities lose more every year on account of wastefulness and inefficient service than it would take to pay the salaries required to employ first-class janitors.

Where the janitor and engineer are one, the hours of work must vary considerably with the weather, but since the cleaning of rooms cannot be done until after they are empty this work must extend well beyond school hours. They will depend also on the number of rooms which he must care for. While these average 10 to 12 in most of the schools furnishing data they were reported as twice this number in many instances. It takes time to adequately sweep and dust a room and where 25 rooms are to be cleaned, either the hours must be long or the work must be slighted.

Aside from the cities in the States having civil service only 15 percent (and these all with a population of 100,000 or more) employ their janitors through competitive examinations. In cities of less than 100,000 such examinations are rarely used except in Massachusetts, New York, and Ohio,

⁶ Op. cit.

where civil-service systems have been established. In the smaller cities of the above States the employment of janitors by this method may be elective or the law may not apply.

Exceedingly few janitors have had any schooling for their work or experience in service and hence formal examinations can reveal little except intelligence and general experience in related work. If rightly managed, however, they are a help in securing suitable candidates. Reeves and Ganders remark:

The examinations should consist of well-selected questions pertaining to the work to be performed, and should be prepared and scored by educational administrators in charge of janitorial-engineering service. Just as it is necessary to consider other qualifications of teachers besides ability to answer a few questions in an examination, and just as it is necessary to choose teachers who will best fit particular situations, so it is necessary to give consideration to these factors in the selection of janitor-engineers.

In the smaller communities information as to general fitness can be obtained through other means.

Where janitors are not selected by examination their nomination for appointment in larger cities is by no means always a function of the official who is responsible for their general supervision and this is especially true in smaller communities. In 60 percent of cities of 10,000 to 30,000 people the janitor comes under the general direction of the superintendent but he is presented for appointment by the superintendent in only 37 percent. In places of less than 10,000 persons the superintendent is in charge of janitors in 80 percent, but presents their names to the board in only 50 percent.

High educational qualifications are hardly essential to good janitor service but the fact that in some communities the janitor is expected to be able to speak English (one is not informed as to how well he must speak it) or that he must be able to read and write would indicate that a person of comparatively low intelligence or unable to secure other employment may be chosen for a position which school sanitarians consider of prime importance.

The fact that janitors are sometimes employed (or may be employed) after 50 or even 60 years of age does not make for

the best of service, for, in most instances they are unschooled for their duties and, as one official remarks, "Old custodians are almost impossible to teach." If, as another respondent states, it takes 2 years to train a janitor, and older men are not easily educable, it seems inadvisable to set so late an age for employment. Besides, as Reeves and Ganders note, advanced age "explains the inability of many janitors to see dirt." Only 22 percent of the places having the smallest populations report any age limits. Where a limit is established, however, it is most commonly between 21 and 45 years.

A medical examination of janitors is required in about 25 percent of cities of 30,000 people or more and in about 20 percent of those having a population below that number. For cities of the first group this is only about half the proportion of those requiring health certificates of teachers. In a few States janitors are required by law to furnish such a certificate and in North Carolina and Washington they must be examined annually. In Kentucky the janitor is included in a regulation of the State department of health which requires school employees to submit evidence to the county health officer that they are free from infectious tuberculosis. In some other States janitors may be examined but so far as tuberculosis is concerned an examination inspired by obvious symptoms comes late for all concerned. The sight and hearing of a custodian are of decided importance and there should be no excuse for employing a man who is seriously defective in these senses.

Health certificates are of comparatively little value unless the examinations are made by physicians employed by the school. In 23 percent of the largest cities the examinations are so made; in 7 percent of cities from 10,000 to 100,000; and in only 2 percent of the smallest cities.

In some States a license to fire a furnace is required but aside from this, persons trained for janitor service before employment are nearly nonexistent. There may be "born janitors" and there are undoubtedly very good janitors who have had no special schooling but it would seem that most of them would be very much better janitors with some training. The fact that schools for janitors have been set up by a few States and cities certainly indicates as much.

In eight States courses are made available in State institutions where janitors may be sent for training at only slight expense but these courses are taken advantage of by unexpectedly few school systems. In 1935 about one-fourth of the cities of more than 100,000 persons gave some formal training (which however was sometimes only a brief talk) and altogether 88 percent reported some instruction. In smaller communities schooling by other than their own staff is limited to about 5 percent, while reports of any training drop from 65 percent in the intermediate groups to 17 percent in the fourth group. Considering the lack of opportunity in most States for the schooling of janitors, it is surprising that so few schools furnish their janitors with any literature on the subject of their work and the figures given (see page 30) probably indicate the proportion of school systems in which the matter of janitor service is taken very seriously.

About 5 percent of cities, slightly more in the largest, slightly less in the smallest, specify the costume of their janitors. The word "uniform" hardly applies here as the purpose of a prescribed dress is chiefly that of having janitors present a good appearance. Considering the human material from which they are often recruited this is sometimes needful, for in the occupations from which they have come, personal appearance may have been of less consequence and good clothes an extravagance.

A paragraph in the Rules and Regulations Governing Custodian Services of the St. Louis schools reads:

While it is impossible for the custodians to keep neat and clean at the time they must handle coal and ashes and attend to the boilers, yet this should not be used as an excuse for not keeping clean. By keeping the boiler room, engine room, pumps, engines, boilers, and tools spotlessly clean, it is a very easy matter to keep clean personally.

* * * As a general rule, men and women who are particular about the cleanliness of their person and the neatness of their clothes are also particular about the condition of the buildings in which they work. A custodian should never go about the building or appear in the presence of children, teachers, or principal unless his hands and face are clean and hair combed. * * * Hair cuts should be in order at least once each month. * * * Shaving should be made a daily exercise as nothing makes one feel and look more unkempt than an unshaved face.

Although the grant of sick leave to teachers is not always extended to janitors there is, on the whole, a decided tendency to include them and with the same degree of liberality. Where little is expected of the custodian he can readily be replaced at the present time by someone out of employment but there is in many cities a plan for meeting the emergency of the loss of a trained worker by persons in training. In the small community this is not so easy a matter and the practice of employing an assistant seems the best means of solving the problem.

Since the assistant may be called upon to serve as custodian it is of the greatest importance that he be chosen with this emergency in mind. He should be able to fill the position not only as technician but as a man.

Where assistants are employed they are, at present, paid for by the janitors in 13 percent of cities of the largest populations; in 23 percent of the next group; in 34 percent of the next; and in 50 percent of cities of the smallest size. With reference to this practice Garber⁶ remarks:

Two objections are made to the plan of janitors engaging their assistants and paying them out of their own salaries. In the first place, it is said that this plan places the janitors under too strong temptation to employ a cheap grade of help in order to get the work done with the least possible expense; and in practice it has frequently worked out this way. The other objection urged is that the school authorities have no control over the character of persons so employed, such as parents would wish to have exercised in the selection of persons with whom their children come in such close daily contact.

It would seem that the first objection to janitors engaging and paying their assistants can be removed by the board employing the janitor and giving him a stated amount for himself, and then placing at his disposal a certain maximum sum per month or day which may be used only for paying his assistants. The other objection can be met by having a rule specifying the age limit, physical qualifications, and moral fitness of all assistants and helpers, and requiring that such employees pass an examination accordingly. This gives the school authorities a check on the character and fitness of persons employed by the janitor.

In 1935 a retirement system which applies to janitors seems to have been existent in only five States and it was pointed out by more than one respondent that this in itself

⁶Op. cit.

tends to poor service in that custodians too old for active duty are retained through sympathy.

CHANGES SINCE 1922

That the janitor is looked upon with increasing respect is evident from a comparison of data collected by Garber 15 years ago with that obtained from our more recent questioning. In 1922 less than 7 percent of all cities of more than 2,500 population required their janitors to pass a civil-service or a physical examination. At the present time that figure could be multiplied by three.

In all cities the custom of having the janitor pay his assistants has fallen from 42 percent to about 30 percent. This practice increases in frequency with decrease in the size of the community.

In 1922 only 5 school systems in 100 made any attempt at the training of their janitors, while in 1936, formal training was given in as many cities, while 10 times as many report some instruction.

SALARIES OF CUSTODIANS

The National Education Association collected statistics concerning the salaries of janitors for 1936-37 and the reader is referred to its publication on the subject⁷ for details. In cities with a population of more than 100,000 the salaries of head janitors ranged from between \$1,400 and \$1,599 to more than \$4,000; in cities of 30,000 to 100,000, from less than \$1,000 (only a few were less than \$1,200) to between \$3,600 and \$3,809. The median salaries in these two groups were \$2,657 and \$1,882 and the arithmetic means—\$2,773 and \$1,903.

The salaries of janitors ranged, in group I, from less than \$1,000 (nearly 20 percent) to \$4,000 or more (3 percent); in the second group from less than \$1,000 (25 percent) to between \$3,000 and \$3,199; in cities of 10,000 to 30,000 people the range is from less than \$600 (10 percent) to \$3,000 and more (about 1 percent); in places of 5,000 to 10,000 and in those of 2,500 to 5,000 the range was similar. In these five groups the median salaries were, respectively: \$1,297,

⁷ Research bulletin of the National Education Association, vol. XV, No. 2, March 1937. National Education Association, Washington, D C

\$1,298, \$1,231, \$1,068, and \$1,022 and the arithmetic means were: \$1,408, \$1,337, \$1,202, \$1,098, and \$1,074.

A school could hardly expect first-class service from a janitor paid so little as some of these figures indicate.

According to Garber² the average salary of janitors in 1922 was \$980.42, which was \$355 more than that of elementary, high-school, and special teachers. Today the relative financial status is reversed, the average for elementary teachers being at least \$400 more than for janitors; that of junior high school teachers, \$650 more; and of senior high school teachers, \$850 more. However, in cities of lesser population groups the salaries of janitors compare favorably with those of elementary teachers.

THE CUSTODIAN OF THE FUTURE

While in many quarters the school janitor secures his position because of service rendered to a political party or because he is a friend of a member of the board (a number of superintendents frankly stated as much) a change is rapidly coming about. In 1922 only two centers for the professional preparation of janitors were existent. In 1937, courses were offered by five colleges or universities and through State boards for vocational education in 37 public schools of Arizona and in a total of 32 centers in Alabama, California, Michigan, Kansas, Minnesota, Nebraska, Oklahoma, South Dakota, Tennessee, Texas, Utah, and Virginia. Including the colleges and universities mentioned above, training was given in 74 communities in 18 States. In New Jersey the State department of public instruction through its county superintendents is organizing local conferences for janitors. In North Carolina school janitors are paid from State funds and the State Commission considers it a matter of public economy to train these employees. The State assumes the cost of board and room but the cost of transportation to and from the colleges where the training is given is borne by the local educational units. In August 1936, 100 white men attended the 5-day session at the State College at Raleigh, and as many colored janitors, the course at the Agricultural and Technical College in Greensboro.

² Op. cit.

Attendance was limited to men who had never attended more than one course. Instruction was given in detailed janitorial duties with special attention to economical firing, the care and maintenance of the plumbing and heating apparatus, the economical use of electricity, and the elimination of fire hazards. The cost of this schooling to the State was \$1,000, but it was felt that much more than this would be saved in the more economical use of fuel alone. 5

Concerning economy, the University of Minnesota in the prospectus of its summer school for engineers and custodians states that the extent of savings from such schooling "is indicated by reports which show reduction over a 10-year period as follows: Fuel, 17-47 percent; boiler repairs, 17 percent; electric light, 27.6 percent; water service, 10 percent; engineering supplies, 32 percent; and general building maintenance expense, 30 percent. The use of the best methods produces results with the least expenditure of both labor and materials."

In Kansas the State Board for vocational education offers a master janitor certificate to those who have attended its short course for at least 2 years and who have satisfactorily completed the work outlined. A committee made up of one or more members of the Kansas Janitor-Engineer Association and a representative of the State board for vocational education make a surprise visit upon the custodian in his school, inspect his building, and pass upon his qualifications for a certificate.

In California the commission for vocational education held, in September 1937, a training program in which more than 40 persons were enrolled to become teachers of their fellow custodians throughout the State.

The very practical and thorough teaching in some of the courses mentioned is amply demonstrated in the detailed material for instruction which has been sent to this Office. Doubtless the teaching in many local school systems is as adequate.

With all this interest and effort in his behalf, there can be little doubt that the custodian of the future will be a much better technician and it is to be hoped also that he will be of a superior caliber from other points of view and genuinely worthy of the important position which he assumes.

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APPENDIX

SELF-RATING SCALE FOR ENGINEERS AND CUSTODIANS OF ST. JOSEPH, Mo.

"The expressed purpose of this rating scale is to stimulate self-improvement through the comprehensive checking of the traits and activities of the school-engineer-janitorial field."

PERSONAL IMPROVEMENT:

1. Do you keep yourself in good physical and mental condition?
2. Do you make a practice of shaving every day?
3. Do you keep your clothes presentable?
4. Do you finish your "Daily Work Schedule" each day?
5. Do you offer suggestions for the improvement of your work?
6. Are you courteous and considerate to children as well as to adults?
7. Is your speech free from vulgarity?
8. Are you "square" with all pupils?
9. Do pupils and teachers respect you for your moral worth?
10. Do you look after the "little fellows?"
11. Do you make use of your spare time to the best of advantage?
12. Do you place your work above social and personal affairs?

CARE OF SCHOOL PROPERTY:

1. Do you see that all windows and doors are closed each night?
2. Are you careful to see that no property is taken from the building?
3. Are you careful to see that school keys are kept in your possession?
4. Do you keep the engine room free from all fire hazards?
5. Do you remove all fire hazards from under stairways and in closets?
6. Do you carefully inspect playground apparatus from time to time?
7. Do you remove markings from school walls and furniture as they occur?
8. Do you make minor repairs of equipment and furniture as the need arises?
9. Do you keep your tools clean and in order?
10. Do you keep all walks and crossings clean?
11. Do you keep the halls and school grounds free from paper, and so on?
12. Do you take proper care of the lawn and shrubbery?
13. Do you keep the engine room clean and in order?
14. Do you keep the toilets clean and in order?

HOUSEKEEPING:

1. Do you maintain a temperature of approximately between 68-72° in classrooms during school hours?
2. Do you maintain a temperature of approximately between 58-62° in the gymnasium and halls during school hours?
3. Do you keep windows clean, on the outside and the inside?
4. Upon entering the building, does the air seem fresh and odorless?
5. Do you keep toilets flushed?
6. Do you keep toilets free from flies?
7. Do you frequently clean washbowls, drinking fountains, and sinks?
8. Do you keep blackboards and chalk troughs clean?
9. Do you frequently mop toilet floors? Wash toilet bowls and seats?
10. Do you sweep all classrooms each day? Halls more often if necessary?
11. Do you dust school furniture each day?
12. Do you clean electric light fixtures several times each year?
13. Do you clean the lunchroom each day after pupils have finished lunch?
14. Do you keep the glass in bulletin boards, cupboards, and doors clean?

COOPERATION:

1. Do you render cheerful service to teachers?
2. Are you prompt in making reports to the civil engineer?
3. Are you present at all school activities held at the school?
4. Do you speak a good word for your school to the public?
5. Do you refrain from discussing the failings of pupils and teachers with the public?
6. Do you cheerfully carry out all instructions?
7. Do you take time to greet pupils and teachers cheerfully?
8. Do you take time to show visitors and parents about the building?
9. Do you try to be of service to all organizations making use of the building?
10. Do you display the flag upon proper occasions?
11. Do you look after the "little fellows" as they enter and leave the building during cold spells?
12. Do you put into practice suggestions from the civil engineer?
13. Do you check school clocks several times each week for correct time?
14. Are you careful to speak in a low tone of voice while in the halls during school hours?

SAVING OF MATERIALS AND SUPPLIES:

1. Do you keep the ash pit clean?
2. Do you turn off the ventilating fans when not needed?
3. Do you attend to all minor repairs "on time"?

SAVING OF MATERIAL AND SUPPLIES—Continued.

4. Do you perform all repairs that are possible without calling in an expert?
5. Do you clean the flues of the furnace when needed?
6. Do you commence firing sufficiently early during exceptionally cold weather?
7. Do you see that water and gas is not wasted?
8. Are you careful in seeing that unnecessary lights are turned out?
9. Do you make use of furniture polish when needed?
10. Are you economical in the use of janitor supplies?
11. Do you keep a record of coal and supplies used each year as a basis of comparison?
12. Do you read electric and water meters in order to find out if the consumption for the month is average?
13. Do you make an effort to secure the names of all pupils damaging school property?
14. Do you keep excess air from the heating plant by seeing that fire doors and ash-pit doors are not kept open too much? Do you check the insulation of the heating plant?
15. Do you keep the toilets absolutely clean so that disinfectants and deodorants are not needed?