SUPPLEMENTAL INSTRUCTIONS TO CHIEF SPECIAL AGENTS.

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94. In charge of important districts.—The following instructions are for the special guidance of the *chief special agents* who will be given general charge and supervision over the collection of statistics of manufactures in the large cities and important industrial districts, and are additional to the general instructions for special agents.

95. Special responsibility of chief special agents.—As a large proportion of the reports for manufacturing establishments are to be secured in these districts, the success of this branch of the census work will depend very largely upon the fidelity, zeal, and ability with which these chief special agents perform their duties. They are consequently expected not only to familiarize themselves with the schedules that will be employed and the instructions for their preparation, but to learn the purpose of each inquiry, the character of information desired by the bureau, the difficulties that are likely to be encountered in collecting this information, and generally fit themselves so as to be able to answer all questions that may be made during the progress of the work. They are expected, finally, not only themselves to be enthusiastic in the discharge of their duties, but to spare no effort in seeking to inspire a similar enthusiasm on the part of the other agents. The chief special agent, in a word, should understand clearly that he will be held responsible for a satisfactory canvass of his district.

96. Selection and organization of force of special agents.—The first duty of the chief special agent will be that of the organization of the agents who will perform the work of collecting the statistics of manufactures in their districts.

97. Authority of chief special agents to suspend assistant agents.—If, after an agent has entered upon the performance of his duties, it appears for any reason, whether of personal misconduct, his failure to exercise due tact in approaching manufacturers so as to secure their cooperation and overcome antagonism that may exist to the canvass, or disinclination to furnish information, his lack of zeal and energy, or the demonstration that he is unable

to secure accurate and correct information, the chief special agent is authorized to temporarily suspend such agent from duty. He should immediately make a full report of the case to the Director of the Census and await instructions before taking further action.

98. Amount of work expected of assistant agents.—In general, the services of an assistant agent should not be deemed entirely satisfactory unless he secure an average of four complete reports per day. Special circumstances may, of course, make this average too high or too low. If in the absence of such special circumstances, this average is not attained, the agent should be required to make a definite explanation of the reason for his failure.

99. Instructions and supervision of assistant agents.—The most important part of the duties of chief special agents is, on the one hand, to see that the assistant agents thoroughly undertsand their duties, and, on the other, that these duties are at all times faithfully performed. The chief special agents should thus assure themselves that all assistants under their direction have studied the schedules and instructions carefully and understand clearly all points covered by them, and that they also know how to dispose of the index cards for establishments for which reports can not be secured in their respective districts. Subsequently the chief special agent must follow closely the work of each assistant agent, and by verbal or written instructions assist him in meeting difficulties encountered, and make certain that his work is being intelligently and efficiently performed. By inquiry of agents, by personal inspection of the districts, and by interviews with representative manufacturers and others, he should assure himself that a thorough and proper canvass of the districts assigned to them is being made by the assistant agents and that the latter are devoting their entire time to their official duties.

As far as practicable, chief special agents should exercise supervision over assistant agents by personal contact and interviews with them. Where advisable, the chief special agent should see the assistant agents while at work in the district. Assistant agents working in the city where the office of the chief special agent is located should be required to report at frequent intervals, at the office, in order that the chief special agent may go over with them personally the schedules secured by them and advise with them regarding the handling of difficulties that may have arisen. Where the assistant agents work in districts at considerable distance from the office, interviews should be arranged for at such intervals of time as the circumstances require, and in such

way as to involve the minimum loss of time. In the latter cases, however, the assistant agents should mail daily all reports secured by them to the chief special agent. Addressed official envelopes will be furnished for this purpose. In cities where Saturday half holidays prevail it will be well for the chief special agents to arrange for assistant agents to report on the afternoon of that day for consultation and the receipt of special instructions.

100. Assignment of assistant agents to districts or special classes of industries.—Each chief special agent will be given the index cards and lists of all the establishments in his district. These cards will be arranged in suitable subdistricts for the assistant agents. The chief special agent must familiarize himself with this arrangement and be in a position to assign assistant agents to the different districts as rapidly as may be necessary.

In those districts where there are a considerable number of establishments engaged in the same class of industry for which there is a special schedule such as the "textiles," "iron and steel," "slaughtering and meat packing." the chief special agent may find it advisable to select one or more agents to devote themselves specially to securing schedules from such industries. Even where the agent has no special knowledge of those industries, it is believed that by devoting himself to particular industries he will soon acquire greater efficiency in securing the particular information sought. Such special assignment, however, should not be made unless it is believed it will result in a material increase in the value of the work and does not entail too great a loss of time.

Where a district comprises a city and surrounding or near-by territory the canvass of the city should, as a rule, be finished before any agents are assigned to the outlying districts. So far as possible the work of assistant agents should be confined to the cities for which they are appointed. This is necessary in order to avoid expense for traveling and allowance in lieu of subsistence. When chief special agents deem it necessary that an assistant agent be allowed street-car fare or other traveling expenses and subsistence he should make recommendation accordingly, and secure authority for the expense before it is incurred.

101. Examination of reports by chief special agents.—Reports as received from assistant agents must be immediately examined by the chief special agents, for the purpose of determining whether the assistant agents are performing their duties properly and whether there are any errors or omissions which can be detected by a cursory examination and which can at once be cor-

rected. This examination should later be sufficiently extended to obviate the necessity for the return of the reports or for correspondence by the bureau with the establishments to which they relate. It is especially important that this examination of reports secured during the first few days that each assistant agent is at work be carefully made in order that any misconception on the part of the agent regarding the purport of a question or the character of answer desired may be corrected at the start.

102. **Detail of clerks from the office to assist in the examination of schedules.**—When deemed necessary, clerks will be detailed from the regular office force to work in the office of the chief special agent to assist in the examination and criticism of the reports secured.

103. **Reports after examination to be promptly forwarded to the Bureau of the Census.**—All reports after their examination, which should be made immediately on their receipt, should be at once forwarded by registered mail to the Census Office. Under no circumstances should any considerable number of completed reports be allowed to accumulate in the office of a chief special agent.

104. **Securing of reports from "central offices."**—As a rule, establishments for which reports must be obtained at an office located elsewhere than at the plant are indicated upon the index card by the words "central office," and such establishments must receive the earliest practicable attention. Other instances of this kind may be discovered, and the chief special agents should see that the proper notice is given the office by use of various postal cards provided for such cases. In many instances considerable time can be saved by making cross references direct to the agents in whose districts the offices are situated, and such action should be taken by the chief special agents whenever possible, but the Census Bureau must be notified of the action taken. A list of the agents in charge of the different districts to whom such direct cross references can be made will be furnished the chief special agents as rapidly as the field force is organized.

105. **Cases when report by mail may be made.**—A number of large corporations, most of which own plants located in different sections of the country, have requested permission to send their reports direct to the bureau by mail. A list of these corporations will be furnished the special agent, and they should be called upon early in the canvass to see if any advice or assistance can be given in the preparation of the reports, and also to make sure

that they still desire to submit the reports by mail. The chief special agent will be notified of the receipt by the office of such reports, and will, therefore, be expected to keep in touch with cases of this character, and assure himself that there is no unreasonable delay in the preparation and transmission of the reports. It may be found in some instances that one or more of the reports will not be furnished from the "central office" and it will be necessary to instruct the local agent for the district in which the factory is located to secure it. If such local agent has finished his district or has passed the point at which the plant is located before the advice is received, serious delay may result. Furthermore, longer time is required for the preparation of reports by large corporations with their numerous plants, and unless application is made during the first stages of the canvass and they are properly reminded of the necessity for prompt action serious delay may be encountered in the compilation of the data for the states in which such plants are located. Great inconvenience has been caused in the compilation of data at previous censuses by the failure to get these returns promptly, and especial care should therefore be taken to obviate such delay at this census. There will no doubt be some delay in the preparation of the reports for such companies, but the agent should obtain on his first visit positive assurance that the reports for all of the plants will or will not be prepared at the "central office" and make a statement of the facts on his daily report.

106. Securing of reports in specially difficult cases and closing of the canvass in the district.—The duties of the chief special agents are principally supervisory. It will be their duty, however, to give their personal attention to the matter of securing reports from recalcitrant manufacturers, from establishments where unusual difficulties or complications are present, and particularly from establishments or companies that control a number of plants located in different sections of the country, and establishments operated under the same ownership but located within and outside the corporate limits of the cities in their district and requiring separate reports for the different plants.

107. Central Office.—Cards giving the name and location of each plant controlled from the central office will be furnished the agents. The concerns named on these cards have advised the bureau that manufacturing is carried on at each location named on the card. The agent, therefore, must account satisfactorily for each place named by securing a report or obtaining information

that will enable him to dispose of the plant by reporting it as "Not a manufacturer," "Out of business," or for some other reason. Notations of this character must be made opposite each plant on each card for which returns are not secured. (See par. 15.)

108. Supply of forms.—Chief special agents should see that they always have on hand a supply of schedules, instructions, stationery, etc., sufficient to meet their own needs and those of all the agents under their direction.