

it is something that everyone who has the responsibility of caring for children has to deal with, occasionally, especially from new or weak members of the staff but it seems to me that the day has arrived when it should, at least, be news when it happens. As I sit writing this, I wonder, in all fairness, how a superintendent can bring it to the vanishing point when his staff is not provided with histories of their boys, is given no professional training, does not have the assistance of intimate supervision and the pace is set by the reformatory group that has no business being in a children's institution. In most instances, there is no excuse but the pace is set and it gets to be a habit. I believe that there is always something better than a slap or a punch; no exception. I detest it and anyone who cannot live without it should be sufficiently disgusted with himself or the situation to get out. What bothers me most is that some of the men who employ it don't need it. To be sure, we have to remember that we can hire only human beings; that there are only twenty-four hours in a day and that we cannot discharge a man the first time he makes a mistake but he should not keep on making the same mistake. I believe that for the present I would make this the rule - that a man who strikes a boy will be discharged if he does not report himself to the superintendent. If he does, the circumstances will be investigated and the case will be decided on its merits. If he makes a habit of it, he will be discharged.

Now comes the question of what to do about those who have offended in the past. The testimony taken by me is that there is just one man on the grounds who should be released without question because he is incapable of self-control and cannot learn. He is probably a good man and I doubt that he has a vicious drop of blood in his system but he is in the wrong business. There was one other man, who is no longer there whose conduct on one occasion, as reported, was contemptible. The punishment he inflicted was not ordered, was never