

Hart Schaffner & Marx
Good Clothes Makers

Chicago, December 31, 1918.

Professor James H. Tufts,
5551 University Avenue,
Chicago, Illinois.

My dear Professor Tufts:

Confirming our conversation of to-day, we hereby formally invite you to accept the chairmanship of our Board of Arbitration beginning at once.

We have agreed according to our custom on a compensation for the chairmanship of \$2000 per year, payable one-half by the company and one-half by the Amalgamated Clothing Workers of America. This is to be considered merely as a retaining fee, and if the duties of the office require more time than we have estimated in our conversation, we shall, of course, expect to arrange the compensation accordingly.

Yours very truly,

HART SCHAFFNER & MARX

By *Earl Dean Howard*

MK/EDH

Amalgamated Clothing Workers of America
by S. Hillman
EDH.

Hart Schaffner & Marx
Good Clover Market

Chicago, December 31, 1918.

Professor James E. Tuttle,
2221 University Avenue,
Chicago, Illinois.

Confirming our conversation of to-day, we hereby formally invite you to accept the chairmanship of our Board of Administration beginning at once.

We have agreed according to our charter on a compensation for the chairmanship of \$2000 per year, payable one-half by the University and one-half by the Associated Clothing Workers of America. This is to be considered merely as a retainer fee, and if the duties of the office require more time than we have estimated in our position, we shall, of course, expect to arrange the compensation accordingly.

Yours very truly,

HART SCHAFFNER & MARX

By *John C. Schaffner*

Enclosed is a check for \$1000

A. C. Schaffner

January 6, 1919.

Hart Schaffner & Marx; Amalgamated Clothing Workers of America.

Gentlemen:

I am in receipt of your letter of Dec. 31, 1918, signed by Mr. Howard and Mr. Hillman for the respective parties, inviting me to accept the chairmanship of your Board of Arbitration.

Believing this office to be highly important provided it can be administered in a manner reasonably satisfactory to both parties I hereby accept with the understanding that my duties shall not interfere with my primary obligation to the University, and that I shall wish to retire at any time when it becomes clear that I am no longer able to serve the purpose of the office satisfactorily.

The financial arrangement proposed is entirely satisfactory.

Very truly yours,

James H. Tufts.

January 6, 1919.

Hart Schaffner & Marx; Amalgamated Clothing Workers of America.

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I am in receipt of your letter of Dec. 31, 1918, signed by Mr. Howard and Mr. Hillman for the respective parties, inviting me to accept the chairmanship of your Board of Arbitration.

Believing this office to be highly important provided it can be administered in a manner reasonably satisfactory to both parties I hereby accept with the understanding that my duties shall not interfere with my primary obligation to the University, and that I shall wish to retire at any time when it becomes clear that I am no longer able to serve the purpose of the office satisfactorily.

The financial arrangement proposed is entirely satisfactory.

Very truly yours,

James H. Tutts.

Hart S & Marx
Chicago, Feb. 8, 1919.

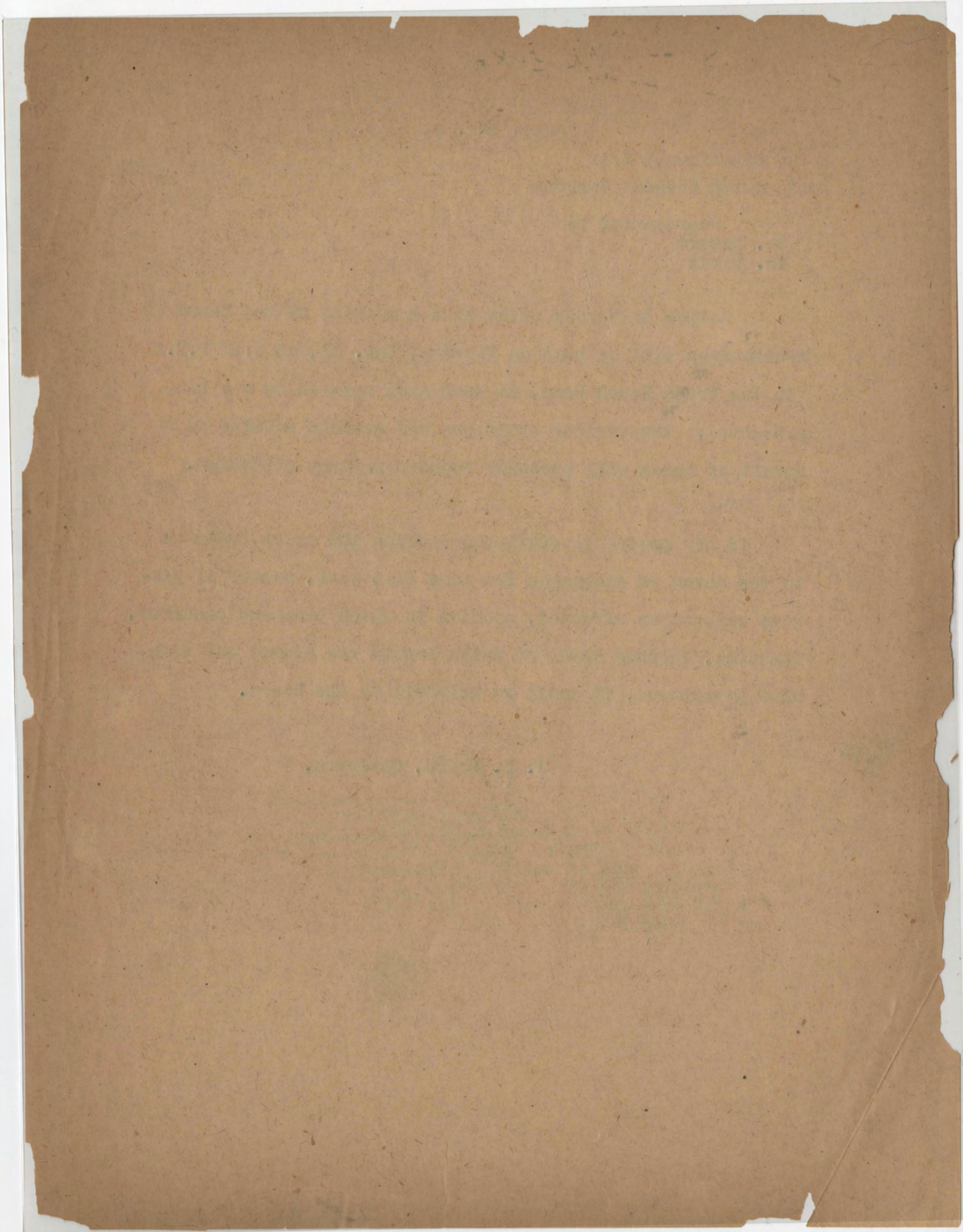
Hart, Schaffner, & Marx
Amalgamated Garment Workers

represented by
Mr. Howard
Mr. Levin

Notice is hereby given that a meeting of the Board of Arbitration will be held on Tuesday, Feb. 11, at 3:00 P.M. in the Trade Board room, to hear such appeals as may be presented; the various stoppages and actions arising as a result of these will probably receive primary attention.

If any record is available showing the exact facts as to the dates of stoppages for some time past, number of persons engaged or affected, section in which stoppage occurred, duration, whether order of union deputy was obeyed and with what promptness, it would be helpfull to the Board.

J. H. Tufts, Chairman.



Hart Summary

February 12, 1919.

Mr. Samuel Levin,
Trade Board,
Hart, Schaffner & Marx,
Franklin & Monroe Sts.,
Chicago, Illinois.

Dear Mr. Levin:

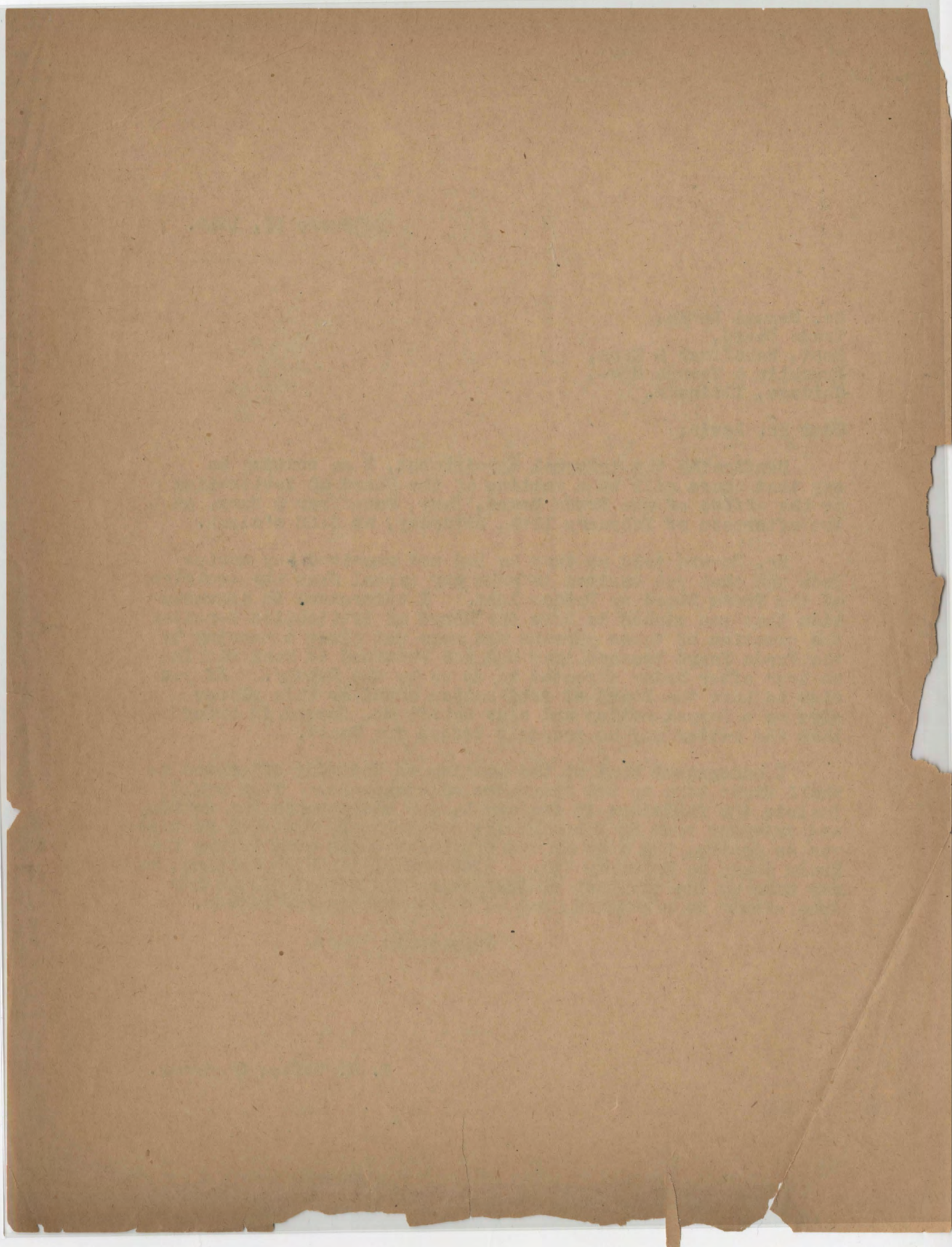
Confirming the informal appointment, I am writing to say that there will be a meeting of the Board of Arbitration at the office of the Trade Board, Hart, Schaffner & Marx, on the afternoon of February 15th, Saturday, at 2:00 o'clock.

Mr. Howard told me that he had not received any notice from you that you desired to make any appeal from the decision of the Trade Board on Friday last. I understood in conversation that you wished to have the Board of Arbitration consider the question of those persons who were not given a hearing by the Trade Board because they had not returned to work within an hour after being directed to do so by the Deputy. If you wish to have the Board of Arbitration consider this please give me a formal notice and also notify Mr. Howard in order that the matter may be properly before the Board.

I understand that at the meeting on Saturday afternoon we shall first take up all the cases of stoppages. This would include the finishers in factory L, the stoppage in the cutting and trimming room on February 1st and February 3rd, and in case you do desire, the case of the finishers which came before the Trade Board on February 7th. Afterwards, if there is time, we may take up the question of increasing the height of the lay from ninety to a hundred, and of the sharpening of knives.

Very truly yours,

J. H. Tufts, Chairman.



Hart Schaffner & Marx
Good Clothes Makers

Chicago, May 12, 1919.

Professor Jas. H. Tufts,
University of Chicago,
Chicago, Illinois.

My dear Mr. Tufts:

Last month seven of the labor managers in the clothing industry, together with impartial chairman, Mr. Geo. L. Bell, met in Rochester, to talk over the situation. At that time we arranged to have a second meeting in Cleveland on May 24th in connection with the National Association of Employment Managers.

I have just received a letter from Mr. Bell asking me to invite yourself and Mr. James Mullenbach to attend at that time. I hope you can consider it.

Yours very cordially,

Earl W. Howard

MK/EDH

Harry Scheraga, M.D.
Geological Institute

October 12, 1910.

Professor J. A. Miller,
University of Chicago,
Chicago, Illinois.

My dear Mr. Miller:

I have just received a letter
from Mr. Miller asking me to advise you
regarding the matter of the
National Association of Paleontologists.
At that time we were engaged in a
series of lectures, to be held over the
winter in Rochester, N. Y., and I
was with the committee in charge.

I have just received a letter
from Mr. Miller asking me to advise you
regarding the matter of the
National Association of Paleontologists.
At that time we were engaged in a
series of lectures, to be held over the
winter in Rochester, N. Y., and I
was with the committee in charge.

Yours very cordially,

May 14, 1919.

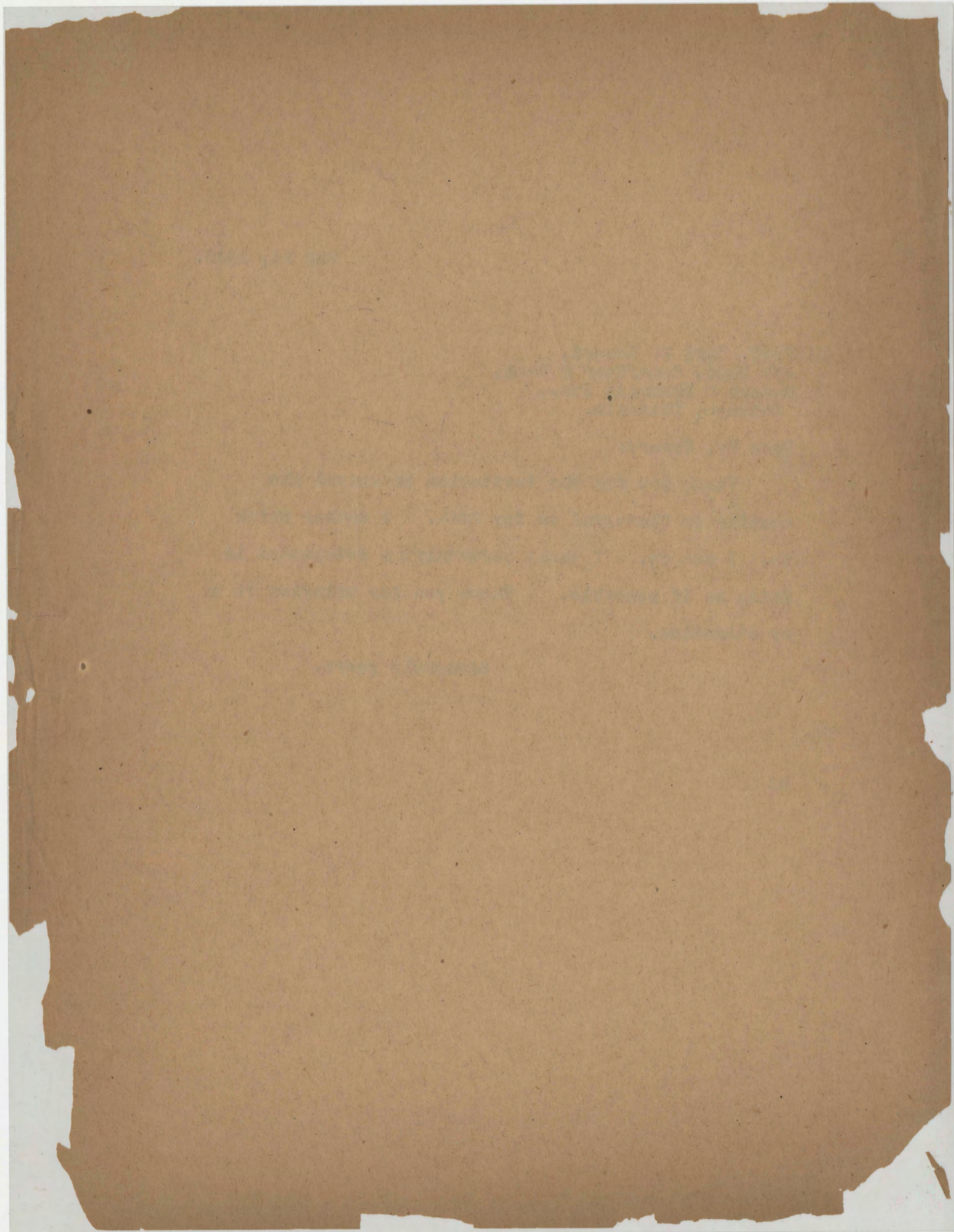
Prof. Earl D. Howard,
c/o Hart, Schaffner & Marx,
Monroe & Franklin Sts.,
Chicago, Illinois.

Dear Mr. Howard:

Thank you for the invitation to attend the
meeting in Cleveland on May 24th. I rather think
that I can go. I shall certainly be interested in
doing so if possible. Thank you for bringing it to
my attention.

Sincerely yours,

bj



June 23, 1919.

Professor L. D. Howard,
Hart, Schaffner & Marx,
Chicago.

Dear Mr. Howard:

I have your communication of June 19th containing the report about the attack upon Mr. Bronesky. It is much to be desired that the police investigation may bring out some further facts. It has a very ugly look.

You are correct in understanding the decision concerning apprentice cutters to give you authority at once to put on additional apprentices in place of those who, according to the definition, may now be classified as regular cutters.

It was not of course my understanding that this in any way covered the question as to the 10 per cent rule. This is a separate question. When the case was first heard, two somewhat different lines of inquiry were raised by the representatives of the union. (1) The union stated that it would have no objection to any number of apprentices provided there were any security that there would be permanent employment. The company, as I understood, was unwilling to go any farther in this direction than to say that the present outlook was favorable for the employment of a greater number than are at present employed, for about a year. (2) The union questioned the estimate of the company as to the number of cutters needed to supply the shop expansion indicated. With reference to this, the union wished further time to work out the papers. This would have been urged further at the meetings of the board appointed for June 10 and June 12, but as no member of the union was present, the hearing was not concluded.

I am now calling a meeting of the Board for 2 o'clock on the afternoon of Thursday, July 26th, for the hearing of this question, and for such other unfinished business as may come up.

Very truly yours,



Hart Schaffner & Marx
Good Clothes Makers

Chicago, July 22, 1919.

Professor James H. Tufts,
University of Chicago,
Chicago, Illinois.

My dear Professor Tufts:

I had not been informed yesterday that the date for the Board of Arbitration meeting had been changed from two o'clock Monday. Has another date been set?

I think that we ought not to delay too long in addressing ourselves to the Trimming Room restriction. The condition likely at any time will sieze the Cutting Room, which would make another very difficult problem for us, which probably does not exist now.

The meeting in New York was very successful and we have now a National Industrial Federation of clothing manufacturers, ~~of~~ ^{for} four principal markets with a board of four corners. The four corners have pointed a board of four labor managers, as the National Board of labor managers.

sic /

I shall be very glad to talk over the whole matter at our next meeting time. In the mean time, Professor Scott is going forward with the local organization which will duplicate as far as possible the National.

Very truly yours,

Earl Dean Howard

AB/EDH

Miss Kenney is about - I suppose the sign
for governors is something like that for corners.
It is too good to change, however.
Rec'd. notice of Thurs. meeting. H

First Secretary to the
Consul General, Chicago

Chicago, Illinois, May 15, 1915

Professor James H. Miller,
University of Chicago,
Chicago, Illinois

My dear Professor Miller:

I had not been informed yesterday that the
date for the Board of Education meeting had been changed
from two o'clock Monday. The meeting date has been

I think that we might not be able to delay too long
in preparing ourselves to the training room. The
committee likely at any time will close the training room,
which would make another very difficult problem for us, which
probably does not exist now.

The meeting in New York was very successful
and we have now a National Industrial Federation of working
men, organized with a board of four
members. The committee have formed a board of four labor
members on the National Board of Labor Relations.

I think the only thing that is left to do is to
organize our own local union. In this way, the
local union will be able to take action which will

Very truly yours,

Carl Van Dine

Enclosed is a copy of the
report of the National
Industrial Federation of
working men, organized
with a board of four
members. The committee
have formed a board of
four labor members on
the National Board of
Labor Relations.

Chicago, July 28th, 1919

Prof. James H. Tufts,
University of Chicago,
Chicago, Illinois

My dear Prof. Tufts:

The necessity for increasing the cutting force is becoming stronger, and Mr. Strauss urges me to get at the earliest possible moment a decision as to the number of apprentices we may employ this season in addition to the 10% as already provided for.

May I call your attention also to the case of Peter Bronesky and others filed with you on July 16th, and ask you to set a date for the hearing in this case, that it may not be too long delayed.

I have as yet seen no decision in the case in which the company petitioned for releif from the abuses of the Holding For Investigation decision. Last week on one day there were seventy-five coats held in one shop which we believe was done simply to try to break down the standard of quality. The board we are sure never intended that decision to be used for this purpose.

I am compelled to go to Rochester for at least two days this week, Tuesday and Wednesday, and in my absence Mr. Albert will fully represent me in all meetings.

Yours very truly,

Earl Dean Howard

JS:EDH

October 21st, 1919

Prof. John H. Miller,
University of Chicago,
Chicago, Illinois

My dear Prof. Miller:

The necessity for increasing the duration
of the program is becoming apparent, and the
possibility of the program being a success
is now in the hands of the committee.

I am sorry that I cannot give you a definite
answer at this time, but I am sure that
the committee will be able to give you a
definite answer in the near future.

I have not yet seen the decision in the case in
which the committee has decided to refuse to
grant the request for a leave of absence. I
am sure that the committee will be able to
give you a definite answer in the near future.
I am sure that the committee will be able to
give you a definite answer in the near future.

I am sorry that I cannot give you a definite
answer at this time, but I am sure that
the committee will be able to give you a
definite answer in the near future.

Yours very truly,

E. J. Miller

October 8, 1919.

Professor Earl D. Howard,
Hart, Schaffner & Marx,
Chicago.

Dear Professor Howard:

I should like to suggest a question to you growing out of my conference with Mr. Cressap and Mr. Strauss and my subsequent meeting with the group of rush boys. The question is this: Are there not two somewhat inconsistent conceptions of the status and work of the rush boy? I do not mean that the Company consciously entertains two, but that there is a lack of a single well-defined policy with reference to the boys (or men).

What I mean is this: Mr. Cressap said, "I understand these boys are errand boys; it seems to me that \$18 or \$20 a week is good wages for an errand boy." Mr. Strauss, on the other hand, said, "It is important for the Company that the work which these boys do should be kept under the direct control of the management rather than be regarded as under the Union jurisdiction." Is it consistent to class these persons as errand boys when thinking of their wages and at the same time to class them with the management and expect them to be loyal to it rather than primarily loyal to the Union?

I got the same impression of a double aspect to the situation when I met the boys. Some of them are boys--i.e., under 21 and quite youthful and untrained in appearance. But some are much older. The first one whom I spoke with told me in reply to a question that he was twenty-one. The second, that he was twenty-eight. I saw another who I was confident was over twenty-five. Mr. Gominsky told me of one who had been a rush boy for five years, and another whom he had succeeded with great effort in getting taught on the side to use a machine. For these older persons the occupation of rush boy seems to be a blind alley. I suspect that the same thing is true in a factory which my son-in-law tells me was true in France in the army. Headquarters was constantly on the watch for capable sergeants, etc. in the various units whom it could promote or bring to headquarters. The officers, however, of the various units always told the headquarters people that they had no men who were especially good and deserved promotion. He said it was the only way that a unit could be made effective. I suspect that your foremen, if they get hold of a good rush boy, naturally like to keep him, and will at least not be likely to bring him to the attention of headquarters if they can avoid it. If to be

classified as an "attendant," whether as a rush boy or in some other capacity, means that the individual worker is to lose all chance of profiting by increases which the Union secures, it seems to me very clear that the Company must in some way make these attendants feel that the balance is not all on one side. At present I fear that the attendant does not get the impression that he is in a more favorable position than those for whom the Union makes bargains. On this basis, I do not believe he would be very loyal to the Company.

One possibility that occurs to me is that some probationary period of three or six months should be assigned in which the aim might be to sift out those who showed promise of ability in one direction or another, and that at the end of this period it should be made possible for the man to move upward, either in the direction of learning some part of the trade and becoming a tailor or other shop worker, or else of being fitted for some more responsible position with the managing force. If there are cases where a man is to be kept five years as a rush boy, his salary ought to be adjusted as it would be if he were in any other position five years, assuming equal ability. But you will know best how to plan some constructive policy. I could not help feeling that unless something of this sort were done, any such experience as that of last week might recur at any time.

Sincerely yours,

Hart Schaffner & Marx
Good Clothes Makers

Chicago, October 18, 1919.

Professor James H. Tufts,
University of Chicago,
Chicago, Illinois.

My dear Professor Tufts:

Mr. Albert informs me that you have received a copy of the REPORT OF CUTTERS' COMMISSION OF OCT. 15th. In this REPORT it states that "until some rule is laid down by the Board of Arbitration, or by agreement of the company and people, the commission cannot proceed with its work".

In accordance with this statement we will therefore put this matter on the docket for early attention of the Board of Arbitration.

Yours truly,

Earl Dean Howard

MK/EDH

29

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34.

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Professor James H. Thurston,
University of Chicago,
Chicago, Illinois.
My dear Professor Thurston:
Mr. Albert informs me
that you have received a copy of the REPORT
OF OUTLINE, COMMISSION OF 1902, 1904. In this
REPORT it states that "until now this is
laid down by the National Association, or
by agreement of the company and people, the
commission cannot proceed with its work".

In accordance with this
statement we will therefore put this matter on
the docket for early attention of the Board
of Association.

Yours truly,



Hart Schaffner & Marx

CHICAGO
NEW YORK

Chicago, November 13, 1919.

Professor James H. Tufts,

Chicago, Illinois

My dear Mr. Tufts:-

Last week I mailed to you a copy of the enclosed petition accompanied by statement of chairman Mullenbach referring the matter to the Board of Arbitration. This petition was originally given to Cutters' Commission expecting that it would be referred. I have just learned this morning that you did not receive a copy and I am therefore sending duplicate. Will you please set a date for this matter?

Yours very truly,

E. D. Howard

Chicago, November 15, 1910.

Professor James H. Thayer,

Chicago, Illinois.

My dear Mr. Thayer:

I am very pleased to see

a copy of the enclosed petition forwarded by

you to the Board of Trustees.

I have been expecting that it would be forwarded.

I have been expecting that it would be forwarded.

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Chicago, February 3, 1920

Professor James H. Tufts,

Chicago, Illinois.

My dear Professor Tufts:

I was very much disappointed upon my return from the East to find that so little progress had been made during the week in disposing of the cases on appeal before the Board of Arbitration. I had prepared very thoroughly my assistants here so that there might be no delay on account of my absence.

My observations in the Eastern markets have convinced me more than ever of the great necessity of efficient administration of our machinery. Failure to administer promptly and efficiently leads to loss of confidence of the people and of the employers and the attempt in many ways to get things done in spite of the machinery, which usually leads to confusion and trouble. Because of delay in getting justice the people claim the right to direct action. My own belief is that we could avoid direct action by avoiding delays - "Justice delayed is justice denied". In order to protect our machinery here against the demoralization which is now prevalent in the East I think we ought to have some new impulses created that will enable us to reform some of the dilatory habits which have crept in to our plan. Perhaps a general meeting of the officers of the Amalgamated or some positive action of that sort in order to create a calendar system of cases, and probably a system for checking up all complaints together with means for eliminating stoppages and shops strikes.

The board of labor managers stands ready to do everything in its power to accomplish this result and I am sure that our good intentions in this matter can be defeated only by neglect and failure to see the importance of efficient administration in these matters.

Yours very truly,

Earl Dean Howard

Chicago, February 3, 1930

Professor James H. Tufts,

Chicago, Illinois.

My dear Professor Tufts:

I was very much disappointed upon my return from the East to find that so little progress had been made during the week in disposing of the cases on appeal before the Board of Arbitration. I had prepared very thoroughly my assistants here so that there might be no delay on account of my absence.

My observations in the Eastern markets have convinced me more than ever of the great necessity of efficient administration of our machinery. Failure to administer promptly and efficiently leads to loss of confidence of the people and of the employers and the attempt in many ways to get things done in spite of the machinery which usually leads to confusion and trouble. Because of delay in getting justice the people claim the right to direct action. My own belief is that we could avoid direct action by avoiding delays - "Justice delayed is justice denied". In order to protect our machinery here against the demoralization which is now prevalent in the East I think we ought to have some new impulses created that will enable us to reform some of the dilatory habits which have crept in to our plan. Perhaps a general meeting of the officers of the Amalgamated or some positive action of that sort in order to create a calendar system of cases, and probably a system for checking up all complaints together with means for eliminating stoppages and shop strikes.

The board of labor managers stands ready to do everything in its power to accomplish this result and I am sure that our good intentions in this matter can be defeated only by neglect and failure to see the importance of efficient administration in these matters.

Yours very truly,

Carl Brown



Hart Schaffner & Marx

CHICAGO
NEW YORK

Chicago, February 9, 1920.

My dear Professor Tufts:-

I have been thinking a great deal about the remark you made last week in connection with the unforeseen attacks upon your time entailed with the Board of Arbitration.

I well recall the interview which Mr. Hillman and myself had with you relative to this matter, in which we estimated that the time required for Hart Schaffner & Marx board would not be excessive.

In looking back over the work of the Board for the last few months, I am convinced that the reason why so much time has been consumed has not been the great number of cases, but in the amount of time given to each case. I wish to suggest that administrative rules and regulations be adopted, perhaps in conference with Mr. Hillman and yourself, so that the amount of time may be reduced to the minimum.

In one case last week, you will recall, no hearings at all were required, and therefore very little of your time occupied by it. Hearings, except very brief ones, could be adopted in a great many cases, if we would turn our attention in that way. In cases like that of the mixed fabrics, it seems that the union officials consumed a great deal of time, merely repeating over and over again the same statements, and not only consuming your time but delayed the decision unnecessarily for weeks with great loss to the company.

At the same time we meet with Mr. Hillman to discuss rules and regulations, we should also take up the matter of compensation for the extra time, not covered by our estimate or the alternative, or provide some sort of assistance which will relieve

Mr. John A. Hillman

Chicago, Illinois

Chicago, February 9, 1920.

My Dear Professor Hillman:

I have been thinking a great deal about the remark you made last week in connection with the proposed action upon your time and called with the Board of Arbitration.

I will recall the interview which Mr. Hillman and myself had with you relative to this matter, in which we estimated that the time required for Mr. Hillman to make a report would not be excessive.

In looking back over the work of the Board for the last few months, I am convinced that the reason why so much time has been consumed has not been the great number of cases, but in the amount of time given to each case. I wish to suggest that administrative rules and regulations be adopted, perhaps in conference with Mr. Hillman and yourself, so that the amount of time may be reduced to the minimum.

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Hart Schaffner & Marx

CHICAGO
NEW YORK

Prof. Tufts
Page 2

you. Inasmuch as you have undertaken responsibility for the whole market, the work of which will no doubt be very strenuous, it is more than ever necessary to come to some satisfactory arrangement regarding your work with Hart Schaffner & Marx. The Board of Arbitration is of course the very key stone of our arrangement, and if it is weak, or if cases are delayed, it impairs the structure very dangerously.

Yours very sincerely,

Ed Howard

Professor James H. Tufts,
5217 Cornell Avenue,
Chicago, Illinois.

How do you like it?

Chicago
1911

Prof. Tuttle
Page 2

you. Inasmuch as you have undertaken responsibility
for the whole matter, the work of which will no doubt
be very extensive, it is more than ever necessary to
work with the Board of Trustees. The Board of Arbi-
tration is of course the very life of our organiza-
tion, and if it is weak, or if cases are delayed, it
impairs the structure very dangerously.

Yours very sincerely,

[Handwritten signature]

Professor James H. Tuttle,
2215 Belmont Avenue,
Chicago, Illinois.



Hart Schaffner & Marx

CHICAGO
NEW YORK

Chicago, February 12, 1920

Professor Tufts,
Chicago, Illinois.

My dear Professor Tufts:-

Mr. Strauss is becoming alarmed at the loss of cutters who are returning to their special order houses. He has requested me to ask the Board of Arbitration for more apprentices.

Inasmuch as the matter is now pending in the Board of Arbitration for the tailors and wholesale Associations, it might complicate matters if I put in a petition without first consulting you. May I have therefore, your opinion of the advisability of putting in a petition at this time so that I may take up the matter again with Mr. Strauss.

Yours very sincerely,

MK/EDH

Wm. B. Egan & Son

Chicago, Ill.

Chicago, February 12, 1920

Professor Tuttle,
Chicago, Illinois.

My dear Professor Tuttle:-

Mr. Egan is de-

coming alarmed at the loss of customers who
are returning to their special order houses.
He has requested me to ask the Board of
Arbitration for more applications.

Inasmuch as the matter is now pending in
the Board of Arbitration for the Sellers and
Wholesale Association, it might complicate
matters if I put in a petition without first
consulting you. May I have therefore, your
opinion of the advisability of putting in a
petition at this time so that I may take up
the matter again with Mr. Egan.

Yours very sincerely,

Wm. B. Egan

WR/ER

MAYER, MEYER, AUSTRIAN & PLATT

CONTINENTAL AND COMMERCIAL BANK BUILDING

CHICAGO Feby.12,1920.

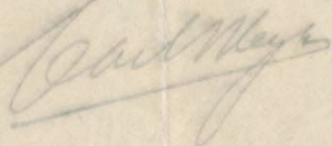
Professor James H. Tufts,
5217 Cornell Ave.,
Chicago, Ill.

Dear Professor:-

Mr. Hillman has written me under date of February 7th as per the enclosed copy. I shall be glad therefore to have you make whatever appointment is agreeable to you and advise me of the time and place thereof.

Yours very truly,

CM
(Enc.)



MAYER MEYER, AUSTRIAN PLATT

CONTINENTAL AND COMMERCIAL BANK BUILDING

CHICAGO, Feb. 12, 1920.

Professor James H. Twiss,
2217 Cornell Ave.,
Chicago, Ill.

Dear Professor:-

Mr. Hillman has written me under date of February 7th as per the enclosed copy. I shall be glad therefore to have you make whatever appointment is agreeable to you and advise me of the time and place thereof.

Yours very truly,

WM
(Enc.)

(Copy)

New York, Feb. 7, 1920.

Mr. Carl Meyer,
Mayer, Meyer, Austrian & Platt,
Continental & Commercial Bank Bldg.,
Chicago, Ills.

Dear Mr. Meyer:-

Yours of the 2nd inst. was delayed on account of my absence from the city.

I will be in Chicago on the 15th of this month and a meeting of the Board on the 16th will be agreeable to me. Any arrangements made by you and Prof. Tufts will be satisfactory to me.

May I also suggest that when arrangements are made to invite Mr. Levin who represents the Chicago organization.

Sincerely yours,

Sidney Hillman,

General President.

SH/LH

(Copy)

New York, Feb. 7, 1930.

Mr. Carl Meyer,
Mayer, Meyer, Australian & Platt,
Continental & Commercial Bank Bldg.,
Chicago, Ill.

Dear Mr. Meyer:-

Yours of the 2nd inst. was delayed on account of my

absence from the city.

I will be in Chicago on the 15th of this month and a
meeting of the Board on the 16th will be accessible to me. Any arrange-
ments made by you and Prof. Tuttle will be satisfactory to me.
May I also suggest that when arrangements are made to
invite Mr. Levin who represents the Chicago organization.

Sincerely yours,
Sidney Hillman,
General President.

SH/LH

March 8, 1920.

PETITION TO BOARD OF ARBITRATION.

Professor Tufts:

You will recall that several months ago you took notice of the application of the Federal Vocational Board and passed upon the apprentices list of cutters two or three of their men. At the request of the Board we have recently placed three of their handicapped men in our undercollar department to become familiar with the use of shears, etc., with the idea that the Board of Arbitration would permit them to become apprentices without loss of time as in the preceding cases.

The government, as you know, pay these men salaries while they are learning, but this company has adopted the policy of relieving the government of a part of their salaries as is proportionate to the efficiency of the men. If these men were made apprentice cutters their efficiency would increase much faster and the government would be relieved of the burden that much sooner. We therefore on behalf of the Federal Vocational Board put before you the application of three men -

Stephen Wencek

1/7

hired

Herman Miensersma

2/11

Julius Wroble

2/25

for positions as apprentice cutters.

E. D. HOWARD.

March 8, 1930.

PETITION TO BOARD OF ARBITRATION.

Professor Tupper:

You will recall that several months ago you took notice of the application of the Federal Vocational Board and passed upon the apprentices list of cutters two or three of their men. At the request of the Board we have recently placed three of their handicapped men in our underclothes department to become familiar with the use of shears, etc. With this idea that the Board of Arbitration would permit them to become apprentices without loss of time as in the preceding cases.

The government, as you know, pay these men salaries while they are learning, but this company has adopted the policy of relieving the government of a part of their salaries as is proportionate to the efficiency of the men. If these men were made apprentice cutters their efficiency would increase much faster and the government would be relieved of the burden that much sooner. We therefore on behalf of the Federal Vocational Board put before you the application of three men -

Stephen Wencok

Herman Mienstama

Julius Wroble

for positions as apprentice cutters.

E. D. HOWARD.

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF PHILOSOPHY

JAMES H. TUFTS

not sent

April 1, 1920.

Prof. Earl Dean Howard,
c/o Hart, Schaffner & Marx,
Chicago, Illinois,

Dear Prof. Howard:

I am returning Mr. Jacobstein's letter.
I trust that when you said to him "all that
could be said on the subject" you included
such an account of the firm's very unfortun-
ate acts as to make it clear what the whole
background of the decision was.

Very truly yours,

JHT/R

W. H. Tuttle

April 1, 1930.

Prof. Earl Dean Howard,
c/o Hart, Schaffner & Marx,
Chicago, Illinois.

Dear Prof. Howard:

I am returning Mr. Jacobstein's letter.
I trust that when you said to him "all that
could be said on the subject" you included
such an account of the firm's very uncertain-
ate state as to make it clear what the whole
background of the decision was.

Very truly yours,

JHT/H

Copy

THE STEIN-BLOCH CO.

Rochester, N. Y.

March 10, 1920.

Prof. Earl Dean Howard,
c/o Hart, Schaffner & Marx,
Chicago, Illinois,

Dear Sirs:-

I just received your letter of March 8th, containing also Mr. Tuft's decision regarding the cutter's situation. You have said all that can be said on the subject. I agree with you that this is a very damaging decision--damaging alike to the Union and the manufacturer.

Were the trimmers punished in any way for going out or was the trimmers' case lost in the shuffle? It seems to me that while there might have been some far-fetched basis for the decision, as it affects the cutters, I do not see that there is any basis at all for letting the trimmers go unpunished.

I should not think that the manufacturers of Chicago would look as favorably upon the unemployment fund as they might have done had the fund been started in a regular constitutional manner.

With best wishes, I am

Very truly yours,

Meyer Jacobstein.

MJ:MH

Copy

THE STRIK-BLOCH CO.

Rochester, N. Y.

March 10, 1930.

Prof. Earl Dean Howard,
c/o Hart, Schaffner & Marx,
Chicago, Illinois.

Dear Sir:-

I just received your letter of
March 8th, containing also Mr. Telford's de-
cision regarding the cutter's situation.
You have said all that can be said on the
subject. I agree with you that this is
a very damaging decision--damaging alike
to the Union and the manufacturer.

Were the trimmers punished in any
way for going out or was the trimmers' case
lost in the shuffle? It seems to me that
while there might have been some far-fetched
basis for the decision, as it affects the
cutter, I do not see that there is any basis
at all for letting the trimmers go unpunished.

I should not think that the manu-
facturers of Chicago would look as favorably
upon the unemployment fund as they might have
done had the fund been started in a regular
constitutional manner.

With best wishes, I am

Very truly yours,

Meyer Jacobstein.

ML:MH

April 2, 1920.

Prof. Earl D. Howard.

My dear Prof. Howard:

I have the report of the cutting room showing the net loss of time. There is one point which I do not understand. On of the items on the report runs: "Total time allowed to cut tickets separately (100% Basis)". In order to understand to what extent the cutters are actually restricting output is it not necessary to make clear whether this time allowed as above is the time that the men used to take formerly or the time which in theory, if they were 100% efficient, they ought to take. Each of these figures would have significance, but in estimating the restriction of output which has followed the decision, it would seem to be necessary to compare actual output since the decision with actual output previous to the decision and not with ideal output. Perhaps this is the case, but I am not clear.

Yours very truly,

JHT/R

April 2, 1930.

Prof. Earl D. Howard.

My dear Prof. Howard:

I have the report of the cutting room showing the net loss of time. There is one point which I do not understand. On of the items on the report runs: "Total time allowed to cut tickets separately (100% Basals)". In order to understand to what extent the cutters are actually restricting output is it not necessary to make clear whether this time allowed as above is the time that the man used to take formerly or the time which in theory, if they were 100% efficient, they ought to take. Each of these figures would have significance, but in estimating the restriction of output which has followed the decision, it would seem to be necessary to compare actual output since the decision with actual output previous to the decision and not with ideal output. Perhaps this is the case, but I am not clear.

Yours very truly,

THW

not sent

April 2, 1920.

Prof. Earl D. Howard,
c/o Hart, Schaffner & Marx,
Chicago, Ill.

My dear Prof. Howard:

I returned yesterday without comment Mr. Jacobstein's letter because I found it somewhat difficult to understand the situation. I should gather from his letter, although of course I have no knowledge otherwise of what you may have written, that you expressed yourself somewhat drastically as to my decision. I have no knowledge as to how fully you presented to Mr. Jacobstein the acts of the company which were on their face so sharply at variance with the statements which the company presented at the hearing and which placed the Board in a very unfortunate position and, to say the least, brought a severe strain upon its authority. Therefore I do not know exactly what weight to attach to Mr. Jacobstein's letter.

I do not know further whether you stated to Mr. Jacobstein that I told the firm I was perfectly willing to take the responsibility of imposing a penalty upon the cutters, if the firm was in turn perfectly willing to shut down its works for a month or more. I did not find that the firm was anxious to go to this extent. As to whether anything would have been gained by verbal censures in the decision not accompanied by substantial penalties, there is of course room for difference of opinion.

I am of course perfectly willing to retire at any moment, if it appears that this would improve the situation, and since receiving your communication and a recent communication from the Board of Labor Managers, I have considered very seriously whether that time has not arrived.

Very truly yours,

JHT/R

April 8, 1930.

Prof. Earl D. Howard,
c/o Hart, Schaffner & Marx,
Chicago, Ill.

My dear Prof. Howard:

I returned yesterday without comment Mr. Jacobstein's letter because I found it some what difficult to understand the situation. I should rather from his letter, although of course I have no knowledge otherwise of what you may have written, that you expressed yourself somewhat drastically as to my position. I have no knowledge as to how fully you presented to Mr. Jacobstein the facts of the company which were on their face so sharply at variance with the statements which the company presented at the hearing and which placed the Board in a very unfortunate position and, to say the least, brought a severe strain upon its authority. Therefore I do not know exactly what weight to attach to Mr. Jacobstein's letter.

I do not know further whether you asked to Mr. Jacobstein that I told the firm I was perfectly willing to take the responsibility of imposing a penalty upon the officers, if the firm was in turn perfectly willing to shut down its work for a month or more. I did not find that the firm was anxious to go to this extent. As to whether anything would have been gained by verbal gestures in the decision not accompanied by substantial penalties, there is of course room for difference of opinion.

I am of course perfectly willing to retire at any moment, if it appears that this would improve the situation, and since receiving your communication and a recent communication from the Board of Labor Managers, I have considered very seriously whether that time has not arrived.

Very truly yours,

THE



Hart Schaffner & Marx

CHICAGO
NEW YORK

Chicago, April 10, 1920.

Professor James H. Tufts,
Chicago, Illinois.

My dear Professor Tufts:

I shall be absent from the city next week beginning the 12th, having promised to give lectures at Toledo University and Dartmouth College.

I hope that my absence will not be permitted to postpone the work of the Board of Arbitration. Mr. Albert is fully equipped to represent the company in a petition filed April 7th entitled "Promoting lining cutters to cutting room". As this is an emergency case I hope that action may be taken next week.

Another matter which should receive attention at once is the petition of March 8th for permission to cooperate with the Federal Vocational Board in teaching these soldiers the trade of cutter.

Petition complaining that the decision of the Board with reference to mixed fabrics in the cutting room is being defeated by the cutters ought to be attended to as much in the interest of the union officials as for the company. I am sure that Mr. Geier and Mr. Levin have made efforts to secure the observance of the Board's decision, and consultation with them will probably develop some ideas as to how the board can cooperate for the same end. Mr. Albert is thoroughly informed on the subject and will adequately represent the company in the matter.

Harvard University

Cambridge, Massachusetts

Chicago, April 10, 1930.

Professor James H. Tufts,
Chicago, Illinois.

My dear Professor Tufts:

I shall be absent from the city next week beginning the 12th, having promised to give lectures at Toledo University and Darlington College.

I hope that my absence will not be permitted to postpone the work of the Board of Arbitration. Mr. Albert is fully equipped to represent the company in a petition filed April 7th entitled "Promoting living out-lets to outlying towns". As this is an emergency case I hope that action may be taken next week.

Another matter which should receive attention at once is the petition of March 28th for permission to cooperate with the Federal Vocational Board in teaching these out-lets the trade of out-let.

Petition complaining that the location of the Board with reference to the out-leting room is being delayed by the out-leting ought to be attended to as much in the interest of the union officials as for the company. I am sure that Mr. Albert and Mr. Levin have made efforts to secure the observance of the Board's location, and consultation with them will probably develop some ideas as to how the Board can cooperate for the same end. Mr. Albert is thoroughly informed on the subject and will adequately represent the company in the matter.



Hart Schaffner & Marx

CHICAGO
NEW YORK

Prof. Tufts.
Page 2.

In the matter of appeal from Trade Board decision in the cases #966 and 967, I have about completed a very comprehensive brief in order to place the whole subject of allocation of labor before the Board.

Yours very sincerely,

Earl Earl Howard

MK/EDH

Wm. Schaffer & Sons

CHICAGO
NEW YORK

Prot. Teller.
Page 2.

In the matter of appeal from Trade Board
decision in the cases 908 and 907, I have spent
considerable time and effort in order to
present the whole and best of situation of labor
before the Board.

Yours very sincerely,

Wm. Schaffer

WKS/ETH



Hart Schaffner & Marx

CHICAGO
NEW YORK

Chicago, April 21, 1920.

Professor James H. Tufts,
Chicago, Illinois.

My dear Professor Tufts:

Just returned this morning from the East and am ready at your convenience to take up the cases now on the docket.

Now that the switchmen strike is over and the woolens are released we are confronted with the problem of making up for time lost on account of the non-arrival of the woolens for the last two weeks. We have sent a requisition for 100 cutters to the Union but do not expect they will be able to supply them.

I was very much chagrined to find that altho our petition for promoting trimmers to the cutting room had been heard, no decision had been rendered and nothing had been done on it. We had relied upon this to help us materially in our emergency. May I not ask for prompt action on this?

Yours very sincerely,

MK/EDH

Earl Dean Howard

Franklin D. Roosevelt

Chicago
New York

Chicago, April 21, 1940.

Professor Frank B. Rowland,
Chicago, Illinois.

My dear Professor Rowland:

I just returned this morning from the East and am ready at your convenience to take up the case now on the books.

Now that the antitrust strike is over and the woolens are released we are confronted with the problem of making up for time lost on account of the non-arrival of the woolens for the last two weeks. We have sent a requisition for 100 cutters to the Union but do not expect they will be able to supply them.

I was very much charmed to find that after our petition for promoting efficiency to the outfit room had been heard, no decision had been rendered and nothing had been done on it. We had relied upon this to help us materially in our campaign. May I not ask for prompt action on this?

Yours very sincerely,

Franklin D. Roosevelt

FR/R



Hart Schaffner & Marx

CHICAGO
NEW YORK

Chicago, April 26, 1920.

Professor James H. Tufts,

Chicago, Illinois.

My dear Professor Tufts:

I am enclosing a letter from a convict whom I employed as an ex-convict some years ago. The man did not forsake his evil companions and got into trouble again. I am not able to give him any assurance of employment because my authority in that direction is limited by the trade board and board of arbitration. It is proper therefore that I know before replying to the letter whether or not the board of arbitration will support me if I should promise to give this man employment when he is at liberty. I suppose he is impatiently waiting for a reply so I will therefore ask you to give this matter immediate attention.

Yours very sincerely,

Ed Howard

MK/EDH

*late -
Mr. Kaminisky will cooperate in this matter.*

THE STANFORD & MARY

CHICAGO
NEW YORK

Chicago, April 20, 1920.

Professor James H. Duff,

Chicago, Illinois.

My dear Professor Duff:

I am enclosing a letter from
a contact whom I contacted as an ex-convict some years
ago. The man did not forsake his evil companions and
got into trouble again. I am not able to give him
any assurance of employment because my authority in
that direction is limited by the Trade Board and Board
of Arbitration. It is proper therefore that I should
before replying to the letter whether or not the board
of arbitration will consent as if I should promise to
give him an employment when he is at liberty.
I suppose he is likely to be a trouble maker and
will therefore not be able to give this matter
attention.

Yours very sincerely,

MR. DUFF



Hart Schaffner & Marx

CHICAGO
NEW YORK

Chicago, April 30, 1920.

Professor James H. Tufts,

Chicago, Illinois.

Dear Sir:

In harmony with our telephone conversation of yesterday afternoon, we are assigning A. A. Callies, a Federal Vocational Board man to the cutting room, vice Julius Wroble, to same to be effective on Wednesday, May 5th.

Yours truly,

MK/HCF

John Schaffner & Mack

CHICAGO
NEW YORK

Chicago, April 30, 1930.

Professor James H. Tufts,

Chicago, Illinois.

Dear Sir:

In harmony with our telephone conversation
of yesterday afternoon, we are assigning A. A. Gaillet,
a Federal Vocational Board man to the outfit room,
vice Julius Wroble, to same to be effective on
Wednesday, May 8th.

Yours truly,

MR/NOT