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Kuppenheimer Company

William Wahn

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Hotel La Salle

Chicago

19

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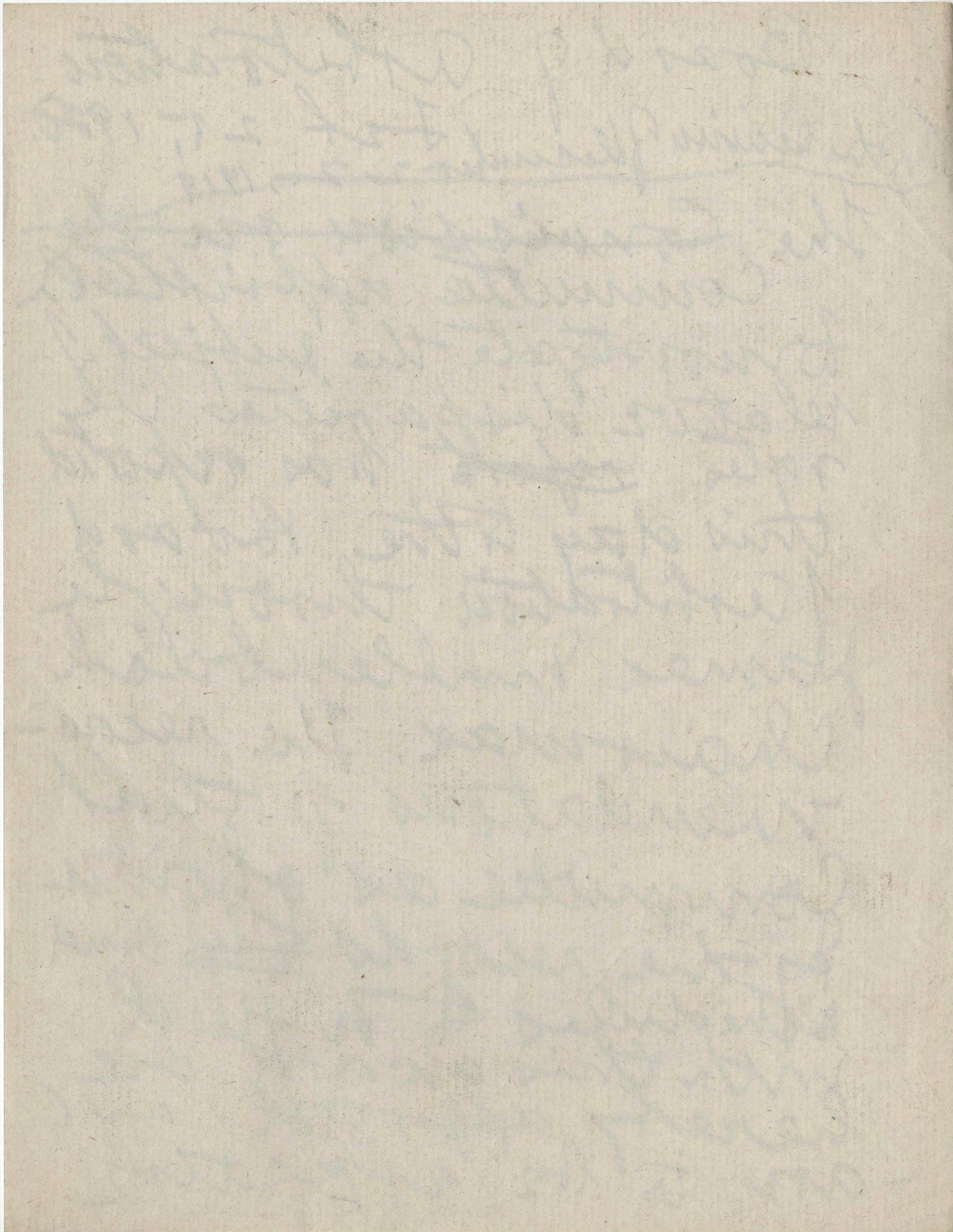
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Board of Arbitration
On the Decision of December 22, 1919, Feb 25, 1920.

The ~~Commission~~ ~~on the~~
Committee appointed to
investigate the subject of
relative disparities in
rates ~~report~~ has reported
this day to the Board
of Arbitration through
James Mullenbach
Chairman. The recom-
mendations of that
Committee as shown
by the records ~~to be~~ and
schedules to be filed
with this award are
hereby approved, and
are to be effective



by lay-off. Some w.d. take it
of own will. Recently
was told business not good.
Told organ. "If more lay off
would make trouble next
season. Several in last season
asked about quitting. ¹⁰⁰ ¹⁰⁰
Himself could get it. Rising
told him "no" not good if
men shd jump. "I
in reply to question, said
7 or 8 in Army in 1918.

(18-28 cutters now*)
House cuts its own trimmings
& hence keeps busy. 2 weeks
But 1914 & 1917
Some left, some discharged
when business slack;
some
(went out about 6 weeks.
on strike in sp. 1919, & when
As to business this year
the foreman showed correct
active figures.

Mr. Crowell, Pres. of latter
local
approached from Meyers
as to lay-off - "nothing doing"
Later Hayser came

Thursday - Price House
Have been talking product then
men wd do to firm in busy
what firms do in slack.

2 weeks twice a year
thinks firms get more
aid from transfers than

Told by Hillman that
conditions to be maintained
~~market~~ should work both ways

- i.e., pricing fabrics.

In reply to Gilbertson ^{said}
Hillman's referred to
production. ^{thinks} ^{cuts}

have made an effort
In reply to Kissinger
would not have got men if
they had ~~not~~ told men

men feel that companies
have lots of work.
Gibbs, In N. Y. - no work.

Campbell, never make
lower grade
Realized in April by an
transfer to ready made
out of 80-

" " 65 same 22 to make
18 have returned
part did not make good.

The rest were laid off.
but of men laid off
four have failed to show
up. Seven have voluntarily
taken more than 4 weeks.
3 cases in which men
have taken extensions.

When feed that corresponds
have lots of work *
with them. In G. F. - no work.

Completed. Group on road
least possible before
People in spirit
to transfer to 11 road
only 180

" 25 180
18 have returned
part that not wanted.
The rest were lost
part of more laid off
from the one of sides to show
J. G. Over 1000
taken more than 1000
have taken 1000

(2)

Snider works at Regina
Tailoring Co 8 1/2 yrs.
Hevnt had more than 2 weeks
11 men now
9 or 10 previously
2 men now out

In 1914 house about to go
on rocks, men agreed
to keep on, & took 9 more
usually 1 wk in winter
House presented facts
Present feeling that more
than 2 weeks is not justified
was a U. G. W. winter last
Spring.

At in 1984 tried to get
preferential blue p.

Trident water at 100 ft
level 8 1/2 ft
from head on over the 2 miles

11 miles
p 10 10
2 miles more out

In 1914 there were about 10
for water, much more
to keep out a lot of water
usually 100 in 100 ft
house from 100 ft
Pump feeling that was
the one 2 weeks in 100 ft
was a 100 ft W. water

Spencer
off in 100 ft
propagated 100 ft

Jaynebanum -
Luk Some 13 last of
Some don't go into Army

Men
As to interviewed in
Campbells office
Campbell stated
Price decided to release 6 to
ready man
Brousil reported that
men were a little put out
& 18 men volunteered
After this interview, & in
when question came up
new business came in,
men were told not to
go elsewhere, but
not exactly how long.
I was lay off in winter.

August 9. 1920.

Gilbertson

Custom as to Lay off
agreement with U. G. Works

" Not to lay off any one
employed for 2 yrs. ^{30 days}
more than 2 weeks ^{no}

1904. Lay off ^{was not} ~~pro-rated~~ ^{1 W R other}
in dull seasons to two such
as retained in employ of
firm.

Distinct but per a term force
Mr. Schuetz ^{Sees of Wholesale Tailor} prior to 1904

~~Break~~ Break came in 1905

In interval 1905 ~ 1919
1907 Paris year

Wholesale Tailor

1914 Meyer & Co dis employed
Kept employed
on 3/4, by 1/5 Sat

Sf, 1915.

Jan 15 Banner dis 200/cutters
Briede from 22 to 2
cut

August 7. 1920.

Billington

arrangement with the...
the...
the...
the...

1904. 1905. 1906. 1907. 1908. 1909. 1910. 1911. 1912. 1913. 1914. 1915. 1916. 1917. 1918. 1919. 1920.

the...
the...
the...
the...

1905 - 1911

the...
the...
the...
the...

1915. 1916. 1917. 1918. 1919. 1920.

In 1907 fall
E. V. Price produced from
71 to 55

In fall of 1914 Schombrum &
dropped 8 out of 26 cutters

Price Spring 1913
wed 97 to 7.6
85 to 78

Fall of 1914

Sept. Oct. 1918

13 men

dropped out of stack
dro.

But not transfered.

Custom to employ cutters
in cutting samples (this at top)
Custom to let them go
ready-made but no agreement
to return

Sharp distinction between
permanent force & extra
now under article V.
Discharge & Slack continued

Wilbertson

Banner 21 cutters,
3 miles 8 years with
Banner, Persons in
none in 1919

As a rule 2 weeks
1918 or nine Sats = 36 hrs.
Persons, that 2 weeks

The new men let out.
12 or 13 let out.

In 1918 Had about 28
perm.

at present no new men
last man in about a year.

Feeling injustice
because they had got up a
produce standard.

Thinks some in there
got more
working on expense
ang. it.

Zink (2) - continued
In slack - ^{manage work} reach - Dick ^{keep track} when busy
of work. Mr Meyer ^{where}
Mr. you can you to work. ^{where}
slack we want to take it easy.
used to work on patterns him
self.

Zink in reply to Gilbert's
1912 - 17 custom
all day of 2 weeks
new reach ^{laid off}
no short time except
Sat. morning.
One very slack season
put in 1/2 week for some
time. to later manager.
ans. to Last yr 4 men
Zink on patterns.

This year two
firm says 5 were on paper
not all at once.

No men this year on time
or any job

Zink (3)
used to consider man
permanently on

A. Kayser: Banner B
9 years

Shop-Chairman x
never got more than 2 weeks
last yr no
previous. 2 weeks

+ Sat morning, 36 hrs
paid off by overtime at
regular rates. This was
about 4 yrs ago.

One summer worked
1/2 week. Conditions slow
all over.

Kayser told him after
strike to work as busy
to take it easy in slack.

5 men travel to wholesale
just before Decoration Day
shop asked whether wd

First of the season
for me and my son

At 10 o'clock
I left the house
and went to the
field. The weather
was very warm
and the sun was
shining. I was
very happy to
be out in the
open air. I was
very tired when
I came home.
I was very
tired when I
came home.
I was very
tired when I
came home.

Gilbertson *

1) 4 years 1919 busy
17-18 army
not from school

2) Agreement made a diff.
firms had right of discharge
now equal division of work

3) As to stabilizing
"High order of efficiency & discipline"
regimental. Hence no trade

4) Product not maintained

5) Ask for def of rights
of employers & of workers
may feel free to
in particular, & admin
of the equal div of work
Rota
Day or week
shut down a whole shop.
for a period
Can then go ahead & have
conferences

1818
1819
1820
1821
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1892
1893
1894
1895
1896
1897
1898
1899
1900

- 6) Gilbertson
An arid of Dec 1917 had
this in mind.
7) Equal div of work.
-

Rissman 3) - It was more than
as the agreement called for.
As to Equal division of
work ~~was~~ a demonstration
not to be.

[One firm
Have made every effort
to get standards. If firms
would make as good
an effort to keep men on
jobs.

Wadding - Co. H or employees
Born & Co. men comes to
2 cases of labor rec. since 1910 *
order. all back at end of
By Sept. 1, all back at end of
busy season plus charged extra

1) Billings
 this is in mind
 3 equal bits of work
 two on one of the two last

2) Billings
 this is in mind
 3 equal bits of work
 two on one of the two last

3) Billings
 this is in mind
 3 equal bits of work
 two on one of the two last

4) Billings
 this is in mind
 3 equal bits of work
 two on one of the two last

Wanted to transfer 19 last season
but Rocco could not place
them. Rocco said give
~~them~~ ^{2 wks} if all 2 wks, and if
not work enough
give ^{2 wks} more.
Maddux. about 9 arrive
no. this season as last
Qy. Evidence can be
had.

Fast. Tailoring Co. a night Gar.
Samuels ^{men} ^{house}
Had right of discharge
on week's pay or notice
Kept minimum no. 4 out of
cutters gain continuity for all
1) make continuity for all
workers.
2) used to be dis crim betw
old & new (2 seasons)
3) Can be permanent, after 2 wks.
used to be 2 seasons
4) Not working as hard
~~manufact~~ under equal div. as to

Fast

Samaras have 9 or 10 men
now

Have not taken on any
new men since

Suggested to run fence outside
to join the 3d inst

Marcellus that house is using

all ^{larger} experiments

50% difference in work
will present figures as actual
no further actual orders.

Campbell. for May 9th to

Claims all experiments are
being used. Now in 4th work
are over manned by in flux

gutters from Ch. Tailor Assn
Trade Bd. 3 5 or 4 D 7 men.

custom to distinguish
usually those last hired
with some exceptions due to
efficiency or infrequency
one season at least work done
part time 1914 also 2 weeks

For 3 months from 10/10/1919
I have not taken on any
new work since
I gave the 3 months
to give the 3 months

which is now
all expected
to be of
with present
and for
I am all
kind used
are now
I am
with
over

Sokolik (27 cont.
General feeling of resentment
25 or 26 ~~October~~
Feeling that ~~little~~ ^{that} 2 weeks
disturb
not justified.

One
never had ~~work~~
used to let 20 or 30
one year 7 ~~month~~ Fall 1918

did work short hours in 1914 or 15
2-4 hours off
only two weeks lay.
only incur, discharged,
spring Mar 1 to July 4.
2 in hard part
one

2nd lot (27) 1891
General
2500 of the
first
lot

3000 of the
lot

2nd lot (27) 1891
General
2500 of the
first
lot

Rissman

In 1919 ten men let out
of E. V. Price,

~~In previous years~~
As to transfer Union took
men off jobs in Ready made
where they were working overtime
and put them back in
Price.

wd go back 3 or 4 years.
men last spring not hired
merely as temporary.
no objection to hiring as
temporary is clearly understood.
Briede in 1915. Tailors were on
strike, dress makers
also had to go out.

~~In 1916~~ As to depression
Rissman thinks it is not so
than in some previous Y.P.
In previous Y.P. men sat
around.

Received of J. V. Price
the sum of \$1.00
for rent of 1911

As to the amount of the rent
I have in hand for the year
which I have not yet received
and I have not yet received
the amount of the rent for the year

and I have not yet received
the amount of the rent for the year
and I have not yet received
the amount of the rent for the year
and I have not yet received
the amount of the rent for the year

and I have not yet received
the amount of the rent for the year
and I have not yet received
the amount of the rent for the year
and I have not yet received
the amount of the rent for the year

and I have not yet received
the amount of the rent for the year
and I have not yet received
the amount of the rent for the year
and I have not yet received
the amount of the rent for the year

Infor. From Price is
desired facts as to
How many

Brousil, shop chairman
for Price, 10 years
cutler. never had
more than two weeks

got in 12 or 20 in
busy season from
Hirsch Wick wire. These
discharged.

Balance of about 60 per
kept them busy in various
kinds of work. 2 weeks
all back by Labor day.

One winter season no day off
except heaters, Mondays +
Deputy Weiss provided
Has seen less orders

Summer 1916.
Formerly no permanent
transferred to Ready cut
This year 15 transferred
6 had per place

This year is
the most
successful
one we have
seen in our
history. We
have been
fortunate in
all our work
and have
left them
in a very
good condition
about 100 per
cent.
I have been
very busy
and have not
been able to
write much
of late. I
am sorry to
hear that
you are
ill. I hope
you will
soon be
better.
I am
very
truly
yours,
J. H. [unclear]

Brazil claims
marks
German
Painter

new cortex
last spring
13 put on
8 left

5 remain
abt claims that this show
that the force is not all
perma. but there is some
permanent.

~~Brazil~~ Campbell was going to lay
able of for a second
week.

18 volunteered to go to
arts. Simon told me
to stay of there was plenty
of work. Left to get more

But left they had to
money. But
get release before
Brazil was imposed offered \$500
more, but House wd not
agree, & union wd not agree.
Union told him must
stabilize!

Brouil in reply to Macaulay
was in highest class &

Rissmann
urges that even if
it would involve
keeping 4 or 5 more
men over the force
during the slack season

Brouil in reply to Gilbertson
said that 16 men went to
army. want ~~into~~ 1917
Before to come back at 1918

Journal in copy to [illegible]
was in [illegible] [illegible]

Remember that [illegible]
if you had [illegible]
keeping it [illegible]
you [illegible] the [illegible]

Journal in copy to [illegible]
and that [illegible]
[illegible] [illegible] 1917
[illegible] [illegible]

Percentages
Compared with
1920

| | April | | May | | June | | July | |
|------|-------|-----|-----|-----|------|-----|------|-----|
| 1914 | 105 | 249 | 127 | 195 | 113 | 188 | 125 | 174 |
| 1915 | 122 | 180 | 119 | 162 | 101 | 181 | 120 | 177 |
| 1916 | 116 | 226 | 137 | 219 | 123 | 211 | 101 | 180 |
| 1917 | 116 | 184 | 119 | 185 | 108 | 218 | 125 | 184 |
| 1918 | 101 | 151 | 97 | 168 | 90 | 161 | 108 | 159 |
| 1919 | 98 | 185 | 100 | 183 | 102 | 195 | 137 | 181 |
| 1920 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

Cutters - Red
Orders - Black
8/7/20

Personnel
 Reported with
 1920

| July | June | May | April | |
|---------|---------|---------|---------|------|
| 191 174 | 114 108 | 131 135 | 106 849 | 1914 |
| 171 177 | 101 101 | 131 138 | 133 100 | 1915 |
| 101 100 | 113 111 | 113 119 | 119 133 | 1916 |
| 101 114 | 108 113 | 113 119 | 113 134 | 1917 |
| 101 113 | 101 101 | 113 119 | 101 131 | 1918 |
| 101 113 | 101 101 | 113 119 | 101 131 | 1919 |
| 101 113 | 101 101 | 113 119 | 101 131 | 1920 |

8/1/20
 - Black
 - Red

Campbell H S & my predecessor
H as never been slack season
in 9 yrs except by accident.
I always had work on
floor for men on floor.
They laid off in rotation
to adjust to amount of work.
Up to 2 yrs ago, tempo-
rary men laid off for
rotation began.

Hence urges that we sh'd
follow precedent of giving
~~that~~ In reply to Rissman
as to conditions prior to 1918
Rissman says ~~that~~
he is not asking

Meyer, 83 / Not a ~~man~~

Report, 831 West 1st St
He is not coming
Gissman says
as a result of
in reply to
police from
large number of
rotator from
up to 20
the subject of
these last of
the subject of
H. 2000
Comp. H. 2000

Muscellus (2)

In fall of 1918. The way went
into miscellaneous occu-
pations. Lack of order
several cutters

- Indefinite period of lay off.
3. General feeling of when in floor.
They reap that some
would gain & some would lose
before a permanent work more
when run.

4. Production. As

11 pts $\approx 2 \frac{1}{2}$
20 ≈ 5 suits
9 pts $1 \frac{1}{2}$

Average prod. with farmers
10 $\frac{1}{2}$ with farmers

Fall of 1919 busy season 8 $\frac{1}{2}$
9 $\frac{1}{2}$ set as fair
3 cutters

9.5
8.55

(Risch. stock) High 89.70 of 1920.
Low pt 74. near 12
During last 3 weeks 6.4 $\frac{1}{2}$

Millie

If we keep 'em all off
can't get standards

If we keep 'em all
on & have no work
we can't

Abt x thinks Employers
must be considered.
On standards.

If not produce a
standard, ~~the~~ in business,
they can't be any way.

In arrears.

1. As to attitude of firm
a) Have kept cutting in
on low-price of work.
2. As to figures
Past 7 years elasticity
prop of work, vary of
1 to 10
now only from 8-12
regular 8 or regular

millions
of we keep in all
of we keep in all
of we keep in all
of we keep in all

right x thinks
thinks x thinks
thinks x thinks
thinks x thinks
thinks x thinks

an excellent
an excellent
an excellent
an excellent
an excellent

Marks Case

Sat. morning lay-off

now 15 orders on hand
at 4:00 P.M., Friday

If orders come in on Mon.
it will be 3 o'clock P.M.
when they can be cut.
On Sat. morning.

H. J. Hart
Ship Ch. claims
Mr. Marks told him if
they closed Sat. morning
there would be no
lay-off.

Closed Sat 15
late stock last evening

now 12

Had 23 in my
before I came
from ready-made
y-made

months 2000

was 12 or 15 on hand

at 4:00 P.M. Friday
it seems sure with 1000
it will be 3 or 4
when they can get
at 200. morning

think
the ship of. No
Mr. Smith told him
they about 2 or 3
there would be no
for 100.

Over 200
later that

of 2-3 in 100
the 1000
the 1000

was 100

August 11, 1920.

MEYER & COMPANY ORDERS.

| | April | | | May | | | June | | | July | |
|------|----------|---------|---|-------|---------|---|-------|---------|---|-------|---------|
| Year | Suits | Pants | | Suits | Pants | | Suits | Pants | | Suits | Pants |
| 1917 | - 8,600 | - 6,590 | - | 7,400 | - 6,986 | - | 5,914 | - 6,322 | - | 4,076 | - 5,736 |
| 1918 | - 8,500 | - 6,470 | - | 6,788 | - 5,861 | - | 4,800 | - 5,319 | - | 3,728 | - 4,597 |
| 1919 | - 12,000 | - 7,358 | - | 9,425 | - 6,431 | - | 6,243 | - 5,725 | - | 4,479 | - 4,677 |
| 1920 | - 10,700 | - 4,719 | - | 6,960 | - 3,702 | - | 4,572 | - 3,457 | - | 3,328 | - 3,495 |

CHICAGO TAILORS ASSOCIATION ORDERS.

| | | | | | | | | | | | |
|------|----------|----------|---|--------|----------|---|-------|----------|---|-------|---------|
| 1919 | - 14,263 | - 12,909 | - | 12,011 | - 11,168 | - | 8,691 | - 10,917 | - | 6,961 | - 8,597 |
| 1920 | - 7,031 | - 6,802 | - | 4,925 | - 5,241 | - | 3,961 | - 4,556 | - | 2,772 | - 3,692 |
| Year | Suits | Pants | | Suits | Pants | | Suits | Pants | | Suits | Pants |

April

May

June

July

MEYER & COMPANY ORDERS.

| Year | April | May | June | July |
|------------------------|-----------------|-----------------|-----------------|-----------------|
| 1917 - 8,800 - 8,500 | 8,500 - 8,200 | 8,200 - 7,900 | 7,900 - 7,600 | 7,600 - 7,300 |
| 1918 - 8,500 - 8,200 | 8,200 - 7,900 | 7,900 - 7,600 | 7,600 - 7,300 | 7,300 - 7,000 |
| 1919 - 12,000 - 11,700 | 11,700 - 11,400 | 11,400 - 11,100 | 11,100 - 10,800 | 10,800 - 10,500 |
| 1920 - 10,700 - 10,400 | 10,400 - 10,100 | 10,100 - 9,800 | 9,800 - 9,500 | 9,500 - 9,200 |

CHICAGO TAILORS ASSOCIATION ORDERS.

| Year | April | May | June | July |
|------------------------|-----------------|-----------------|-----------------|-----------------|
| 1919 - 14,253 - 13,903 | 13,903 - 13,553 | 13,553 - 13,203 | 13,203 - 12,853 | 12,853 - 12,503 |
| 1920 - 7,051 - 6,803 | 6,803 - 6,553 | 6,553 - 6,303 | 6,303 - 6,053 | 6,053 - 5,803 |

May 27 06, The Bell
In Mar²⁶ took over the Fair's
ass'n, mushroom chamber, price-
cutting

claims used to relieve
about 75% at close of
busy season
used (have about 32
or 35)

used 74 + 5 more
who may come back
July 1 4 7 11
3 8 Meyer 00

5 have quit
2 discharged

run about 116 hrs
over time.

6) 4 500
700

Union

20 start

Periods in for 2 yrs.
1st month.

Cost of living

Produce after 4 weeks

Inf. r. tradition

1/3 rate for beginners

1/5 rate

when scale is \$40

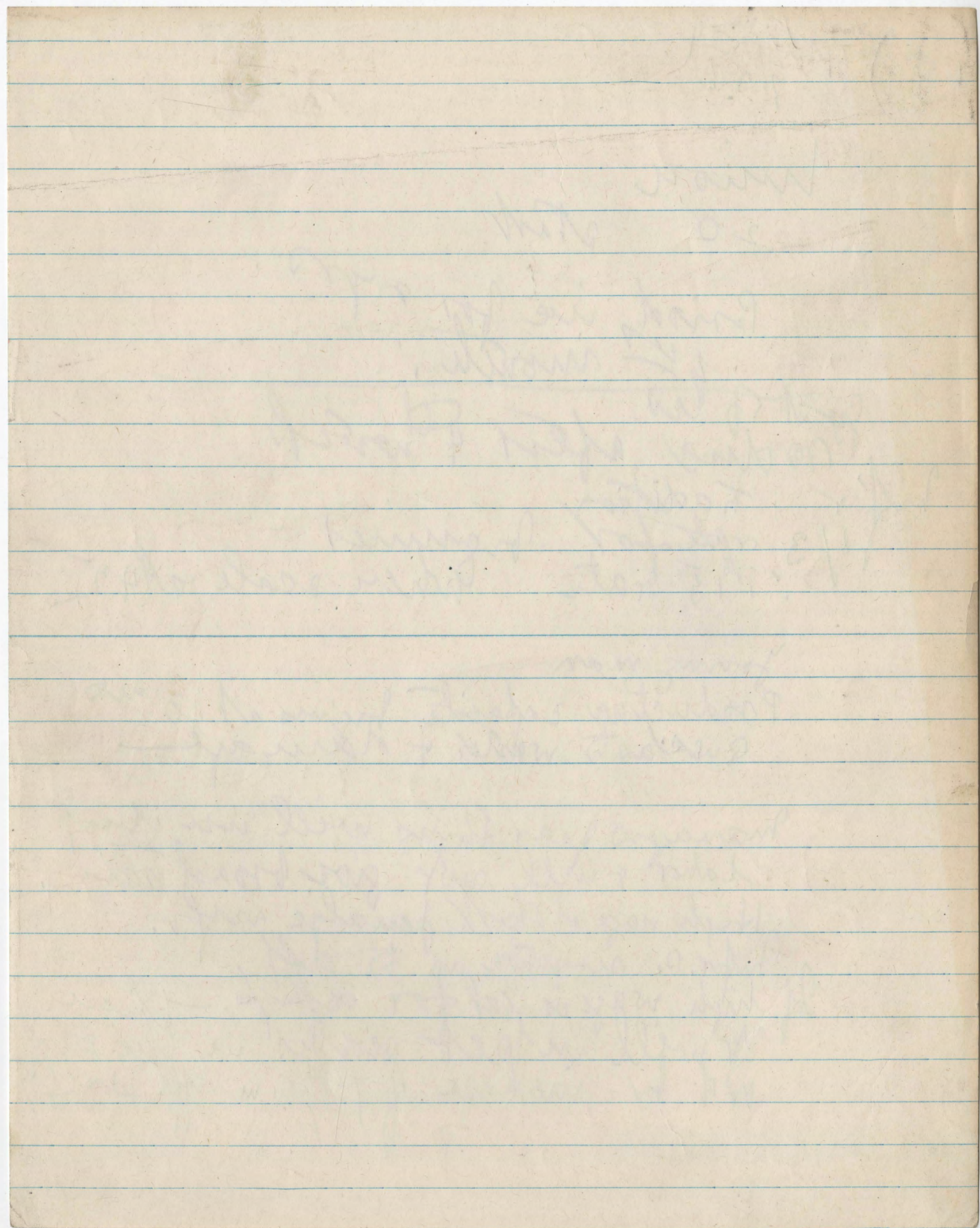
young man

Production capacity begins at 3 mos

Questions waster & damage

Managers fear firms will use cheap labor & will not give broad training. High wage at start penalize mfr.

Inf. r. sensitive as to diff. If high wage is set for diff. then it will upset scales in the shops and be increase of 75% in diff. wage



If 3d group serves
9 mos more
off masser takes
a year more

Learn app,
just learn
lay
mark
machine

2 yr app for lower
If kept at spec job
for 2-70 who
pay more
must

1st group has app 9 6 mos.
If specialize then then
they give em 30
If more
& specialize
(over)

32

A 18 mo. 1.33

after 12 32.

B 1.33

" " 28

C 80 cts

" " 25.60

A after

18. 40. 24

B 1.

"

34 40

C

"

37.40 35.20

Chicago III

Consolidation of Human Resources

(Branch of American Association)

Illinois Association for Labor Legislation

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EDWARD A. LEBLANC
EDWARD A. LEBLANC
EDWARD A. LEBLANC
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EDWARD A. LEBLANC
EDWARD A. LEBLANC
EDWARD A. LEBLANC

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Conservation of Human Resources

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Aug. 20, 1970

On the bank shop
4:30 people & more
Hood St. old. 53 people

more F to H.

2 reasons

1. Less demand
makes short time & small
no extra in spring & more

2. Cut off overhead
= days
Alternative for H.
How much is H.
to 960 people

2/3 the whole H.
How much gain to Co.
How many F were used?
Some are new some
Excess 500 vestment.

11. Monday
About 350 work
at mine under.

Statement:

Occupation

Receipts

Complaint

Received by

From

Union Deputy

101

Complaint of suggestion

177
554

Hart Schaffner & Marx
Complaint or Suggestion

Union Deputy

191

Received by

From

Complainant

Occupation

Factory

Statement:

Investigated by deputies:

Date

Disposition by chief deputy for Company:

Date

Placed on docket for Trade Board by chief deputies:

Attendaut
Pay-roll term.

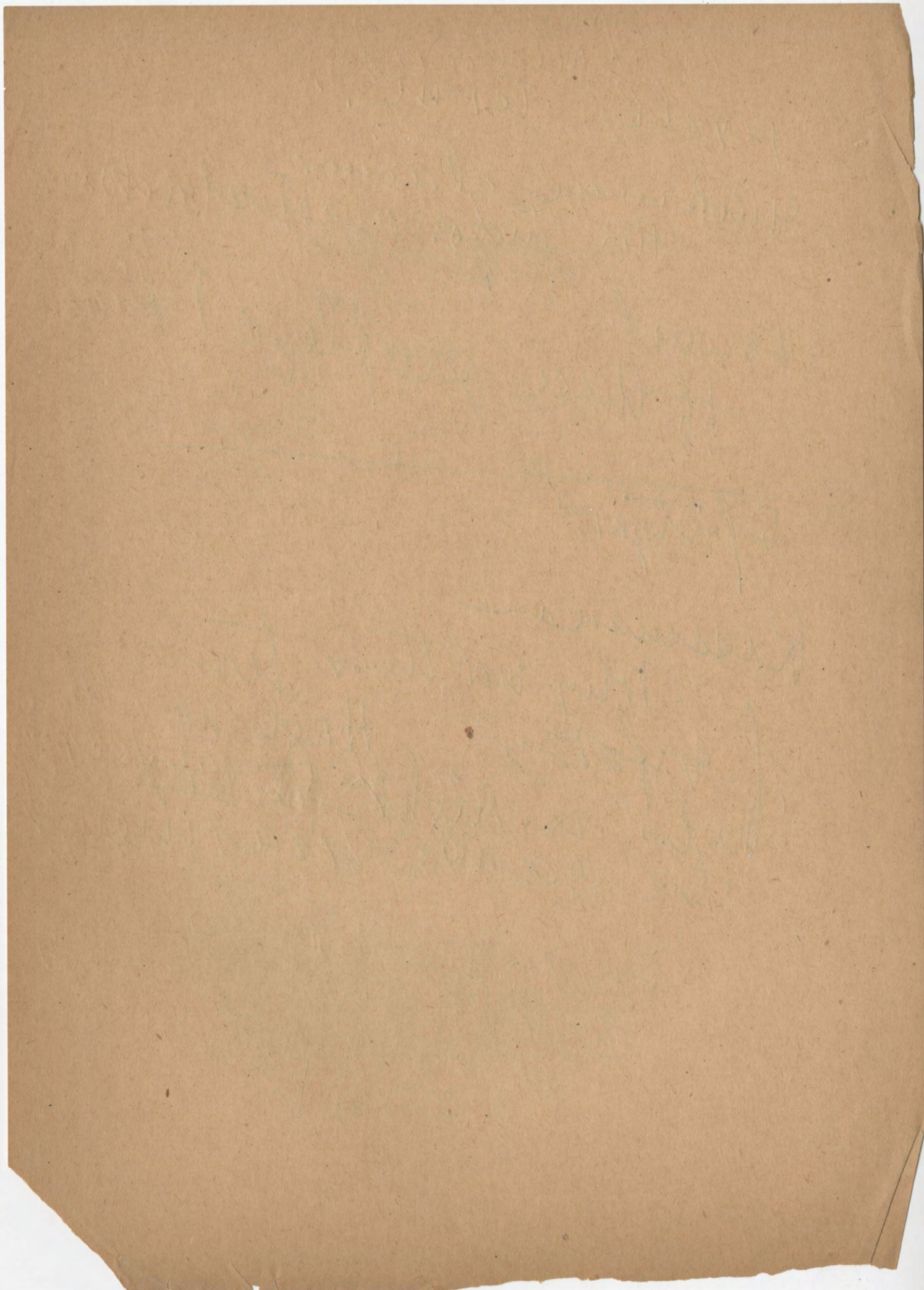
Glickman claims
the inds. received advance

Howard
if these people got back

Spitzer

Rissman

Why not this time
of effort? Had not the
inds. a right to expect
the same treatment



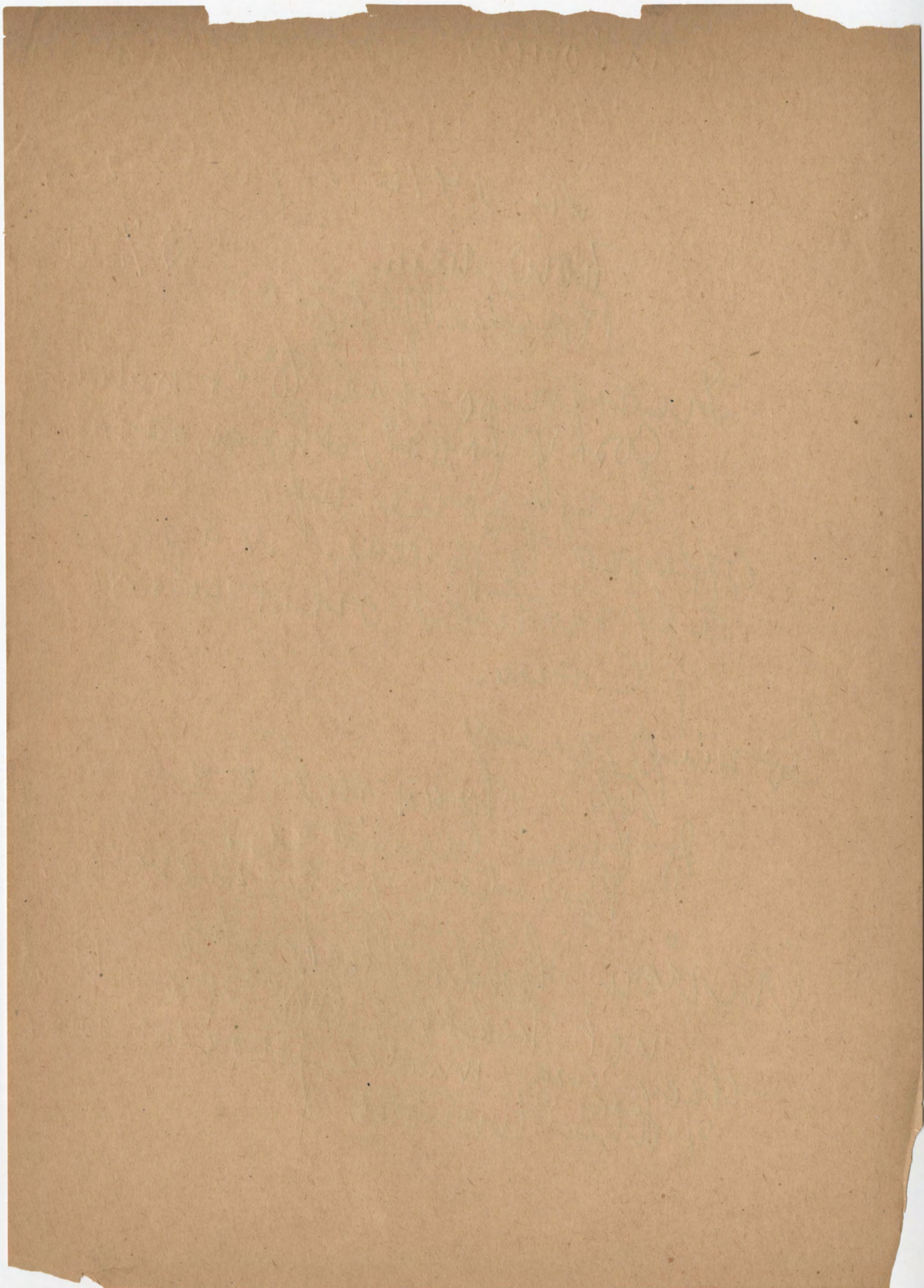
Union Wage of Ap.
1916. Cutter 2 3.00
In 1916 10/70 2.35

how min 37.00
Raise of 1.20
1.30

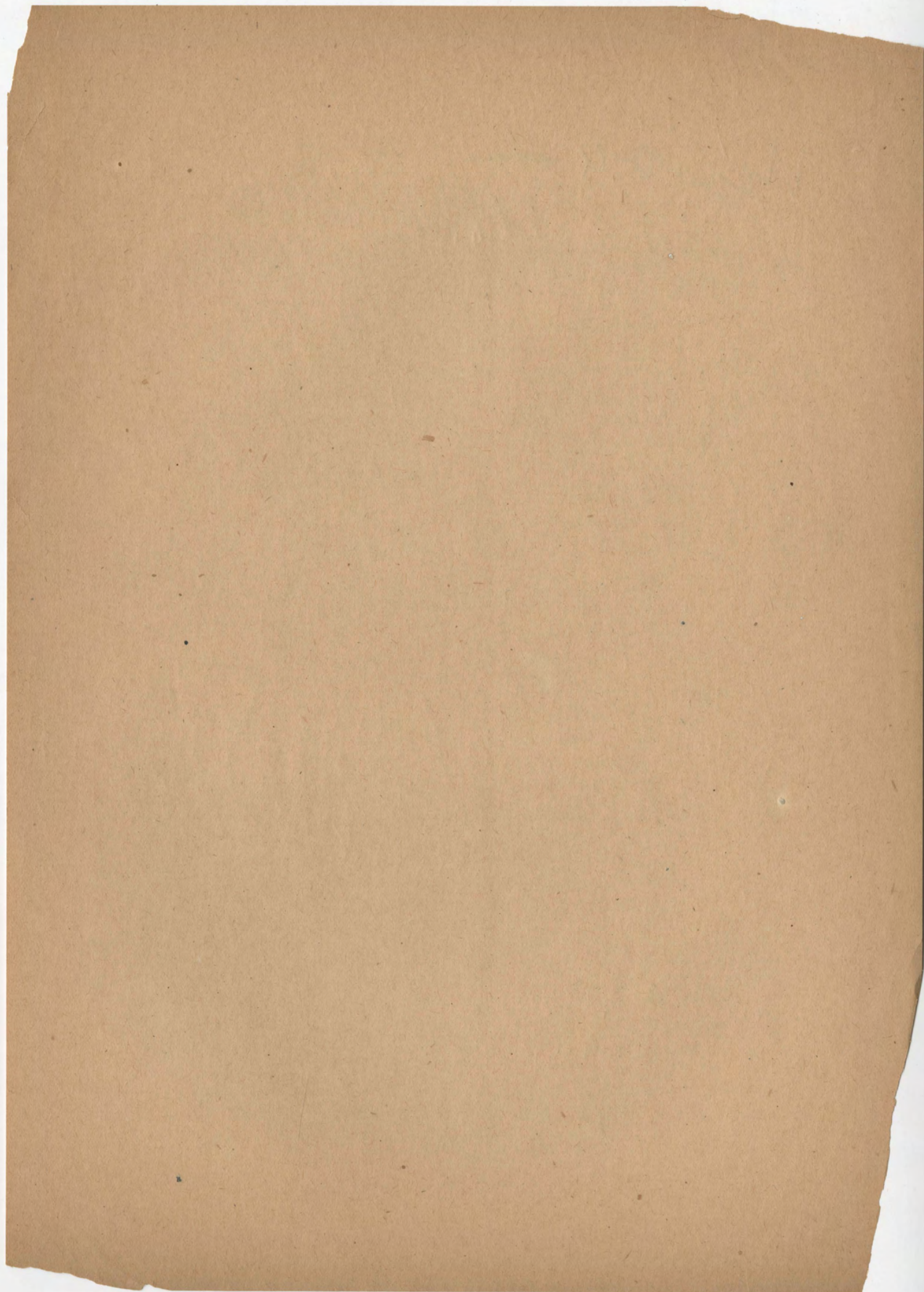
Increases due to conditions
cost of food, shoes, etc. has
gone up.
Offered to place wage of
apprentices on basis
of Com.

Company
Ap. was not belong
to the Union.
Probation of 3 months.

Union holds that the ap.
not taken into the Union
they are under jurisdiction
of the Union



6 in vest shop.
Union—



assembly 40 specimens

Case 433

Need of ~~pr~~ rational
plan for judging work done

"Definite evidence must
be produced that deficiency
in output is caused
by some delinquency of
his own."

Cases 198 214

Get response on
2 two B-1s

9

