

work as they must tend to de-
 moralize standards; (it would
 be like having ten persons go
 into a store to buy each a pound
 of sugar, and having some of them
 get 14 ounces and others 7 for
 the same money).

3. If we cut out from our figures
 those less than 50% efficient
 and disregard the figures for the
 apprentice we have the following
 median production (approximate)

	Permanent,	Temporary
Feb	78	72 1/2
Mar	75	75
Apr	73	70
May	73 1/2	68
June	67 1/2	62 1/2
July	67	63

10

July out of below 50 70
leaves 50 70 means 67
37 + 11 63

4 1/2 Cuts

$\frac{41}{6} = \frac{66}{152}$

4 (75
1877
99.75

The Honor Association
of
The University of Chicago

$$\begin{array}{r} 5+19 \\ 24 \\ 26 \end{array}$$

16

$$\begin{array}{r} 7+10 \\ 17 \end{array}$$

$$\begin{array}{r} 79 \\ 79 \quad 78 \quad 77 \quad 76 \quad 75 \quad 74 \quad 73 \quad 72 \quad 71 \\ 25 \quad 26 \end{array}$$

$$\begin{array}{r} 79 \\ 1.66 \end{array}$$

$$\begin{array}{r} 74.8 \quad 73.3 \quad 71.6 \quad 70 \\ 71.6 \\ \hline 14.5 \\ 72.1 \end{array}$$

$$\begin{array}{r} 41 \\ 32 \\ 9 \\ 1 \\ 0 \end{array}$$

$$\begin{array}{r} 891 \\ 591 \\ \hline 961 \\ 961 \\ \hline 917 \\ 85 \\ 086 \\ 054 \\ 011 \\ 070 \\ 001 \end{array}$$

$$\begin{array}{r} 554 \\ 454 \\ 254 \\ \hline 9191 \\ 474 \end{array}$$

$$\begin{array}{r} 2.51 \\ 0.61 \\ 0.88 \\ 0.88 \\ 0.88 \end{array}$$

Some suggestions ~~on~~^{the}
the basis of the figures of production.

1. ~~It is ~~not~~ probably more useful~~
~~a consider~~

1. For setting a task it is probably
better to consider the 'median'
man than the average.
— the median being the man
who is half way up the list.
i.e. if we have 51 men
strung out in a row the
median man will be number

26. For considering how they
total production is ~~not~~ affected
we may need to consider the
averages.

2. For setting any standard
in the basis of work done, we
ought to exclude any who
get below 50% of any one
who either ~~does not~~ or cannot
cannot or does not get there
is probably either not physi-
cally fit, or b) not properly
trained, or c) disinclined to work.
Such persons ought to go to a phy-
sician, or ~~to~~ receive instruction,
or be transferred to some other

The Honor Association
of
The University of Chicago

[Faint, mostly illegible handwritten text, likely bleed-through from the reverse side of the page. The text appears to be organized into several paragraphs or sections, with some lines starting with capital letters or numbers.]

before stop-
page

3 or 4 others suspended
after stoppage

3 yrs. finisher
asked for price - no price
" " other work
Coupon but no price

Base \$19.16
Deduct for machine 2.55
16.61

- Qy as to cutters
1. Do they pay anything to support Trade Board & Bd of Car.
 2. they share in a draught gained thru negotiation
 3. officers pay taxes but not obliged to give allegiance as citizens
 - 4.

Qy as to Brussilow etc.
and as to article on
stoppages.

1. First as second fence
2. Whether time allowed is long enough
3. It form single over certain ones if thereby raises a question. Why? This makes it difficult for a union to justify unless these have not pay in court.
4. Is there any action part of firm who wd with draught & protect v. a price.

Qy as to p. 9.

Grievance

No.

191

Received by

From M

Shop

Occupation

Statement:

Disposition

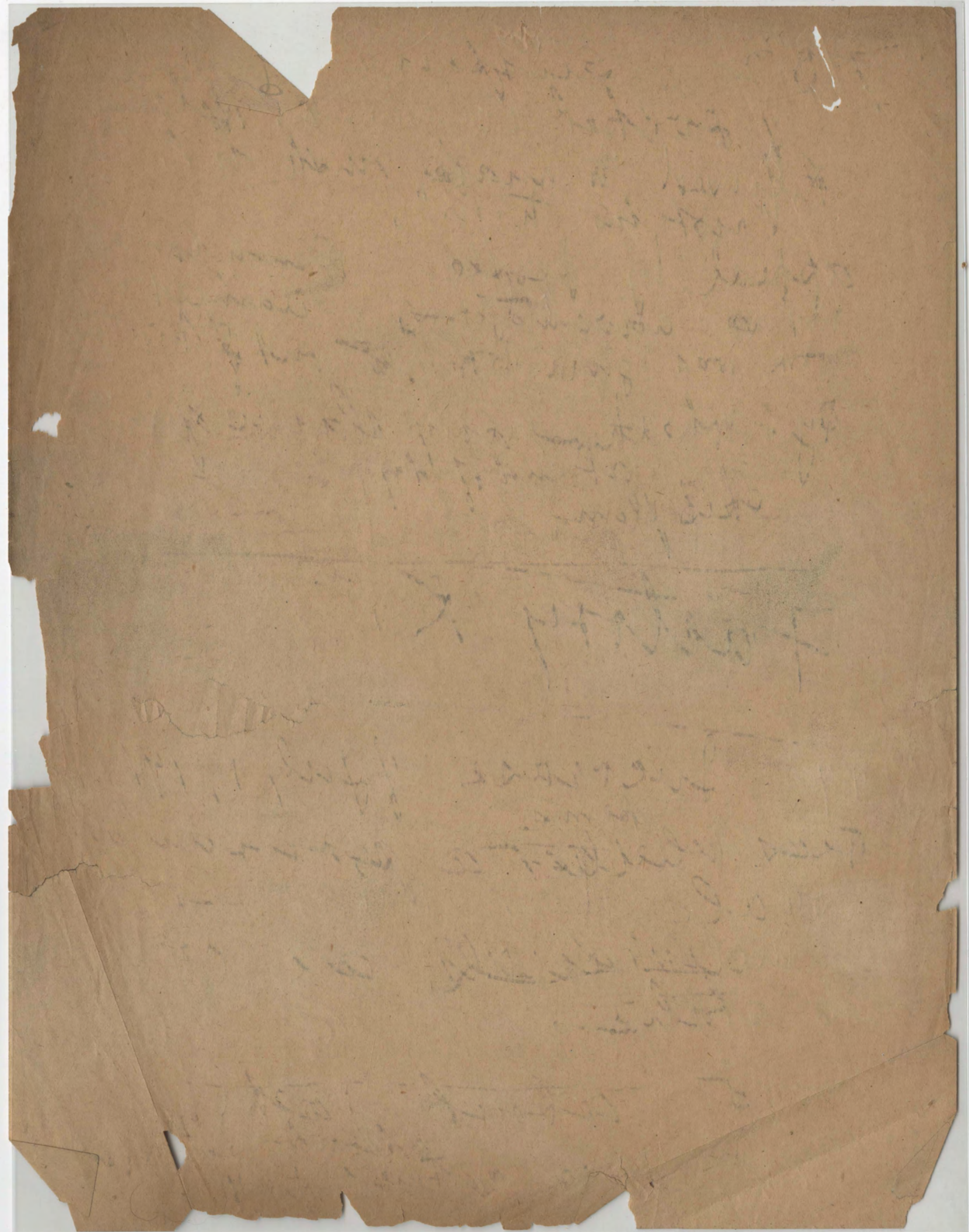
Deputies

#7102 Suspense & dis
of pocket maker. Helsing
Refused to make rush to L.
"not his turn",
appeal by people, Rush lot is
not so advantageous, claimed that
work was given to H. ~~to~~ out of his turn
By. Whether any claim of inequality
at end of day.
skip plan

Factory K.

#499 Increase of July 1, 1917.
^{some}
Ques. whether a permanent
scale or whether 3
individuals are raised
a status.

5-95 about jack boys.
know certain day. about 50 in all.



Q y as to months period

1. not new

2. Impression in shop
of discharge

Q y as to any probation.

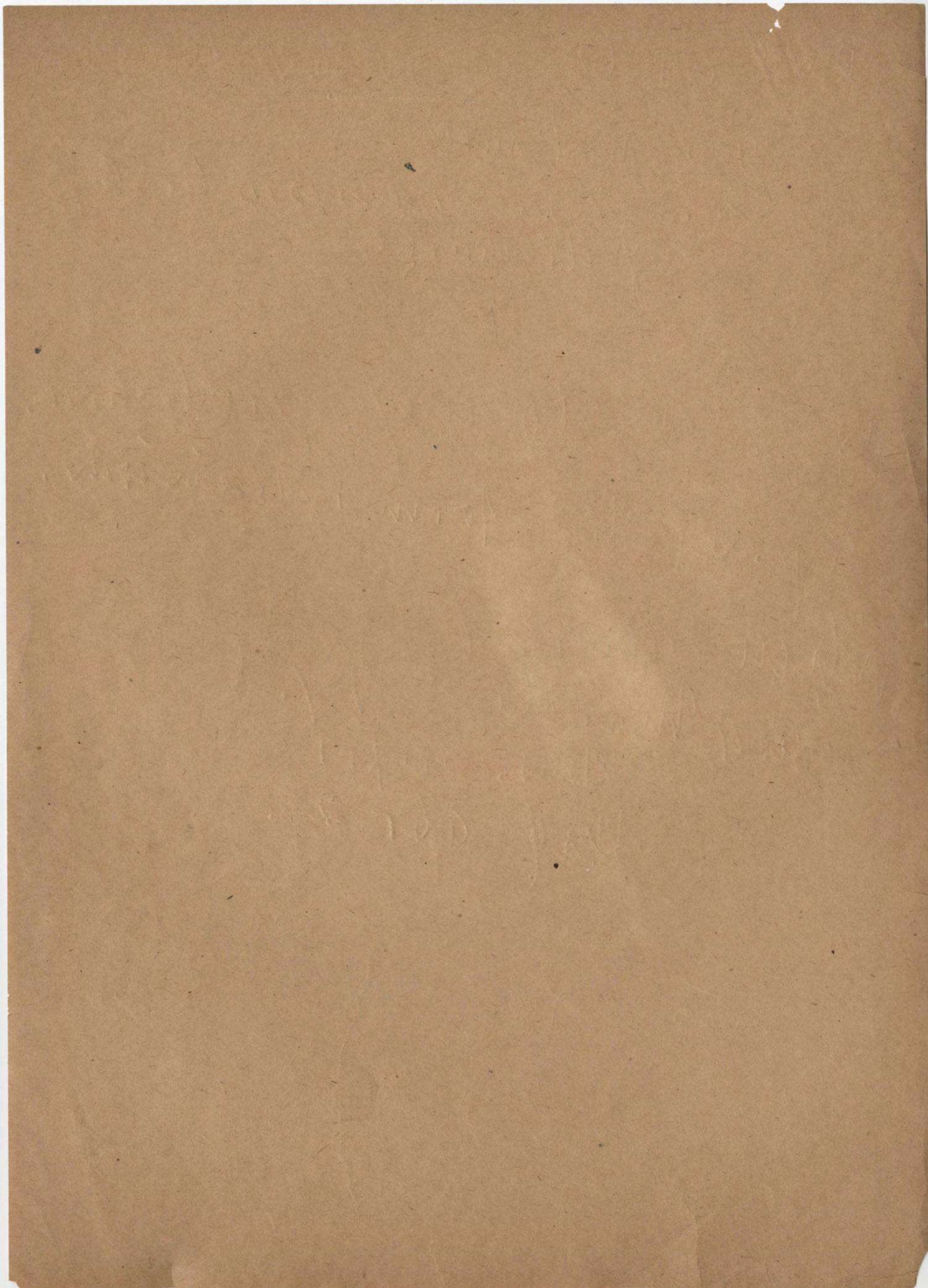
Q y as to former decisions.

When bind

Mon, March 17.

Tues. Apr 1

Wed Apr 2



work for Investigation
Petition of Co. on Relations

75

16

59

held
the bushelled
passed

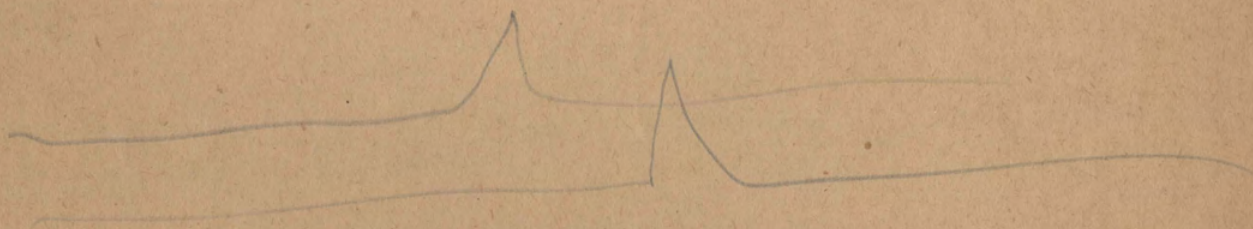
Why hold so many
" were 59 ordered fixed

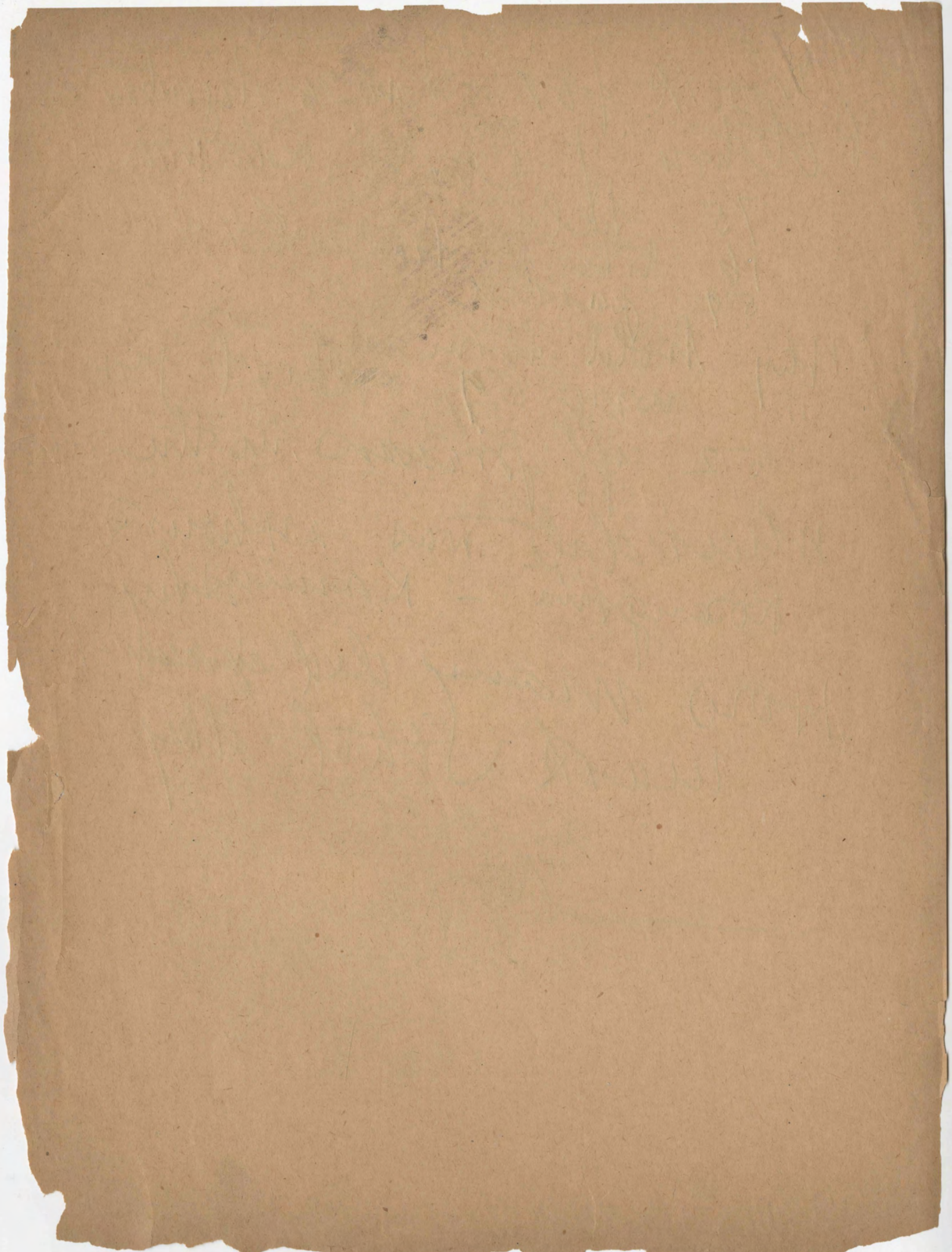
52 off presses, in the section

What date was 24 hours,

Roxburgh - Kaministiquia

How many did exhaust
mark that day





655 Factory L.

Presence of large no. of sick
linings: light weight
with drawn

684 Brussibon

685, 686, 687, 688 discharged

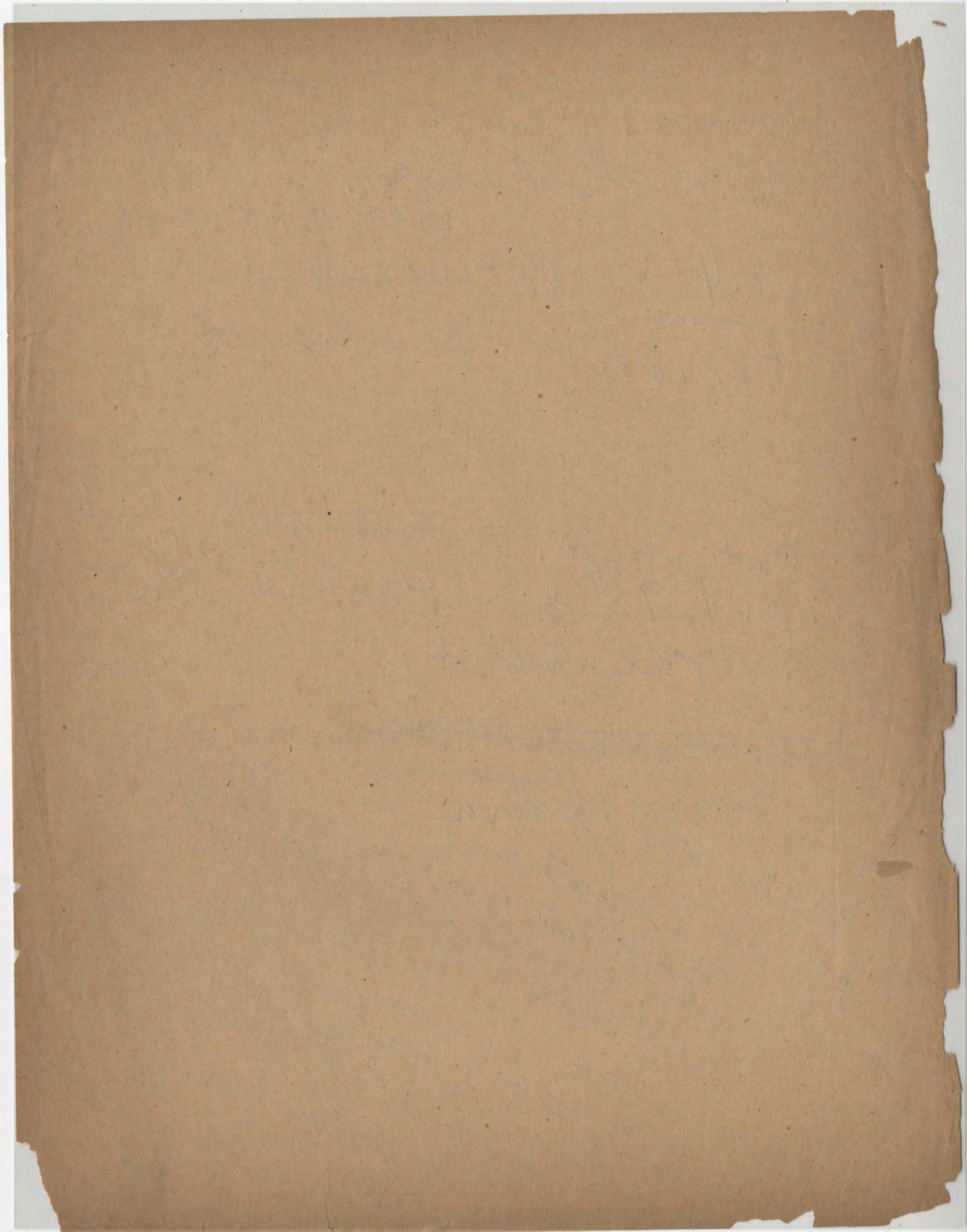
696-7, 8, 9, 700, discharged
People outside
agreement

~~Finishes case~~

Green Spoken - suspended
why broke

99. as to what will
strengthen & union
why some discharged
all alike

How many in & Vest shop
went out. 500
somewhat, some hours. stopped



1. Did a complainant report grievance to the shop representative?
2. Does every one understand the procedure, and what means are used to enlighten members of the union
3. Did Company proceed all the way to last ¶ on 11.
4. What does this last ¶ mean, e.g. If union should cite A, B, C, D. must comply hire them in order.
5. According to ¶ on p 12. both Boards are authorized to hear complaints from the union concerning the discipline of its members. — but
6. Stoppages. members failing to return to work are not regarded as "disciplined"

critique of Christianity
H. W. Taylor lectures, S. B. Smith,

Dudleyan
Revealed Religion
Nietzsche Lectures

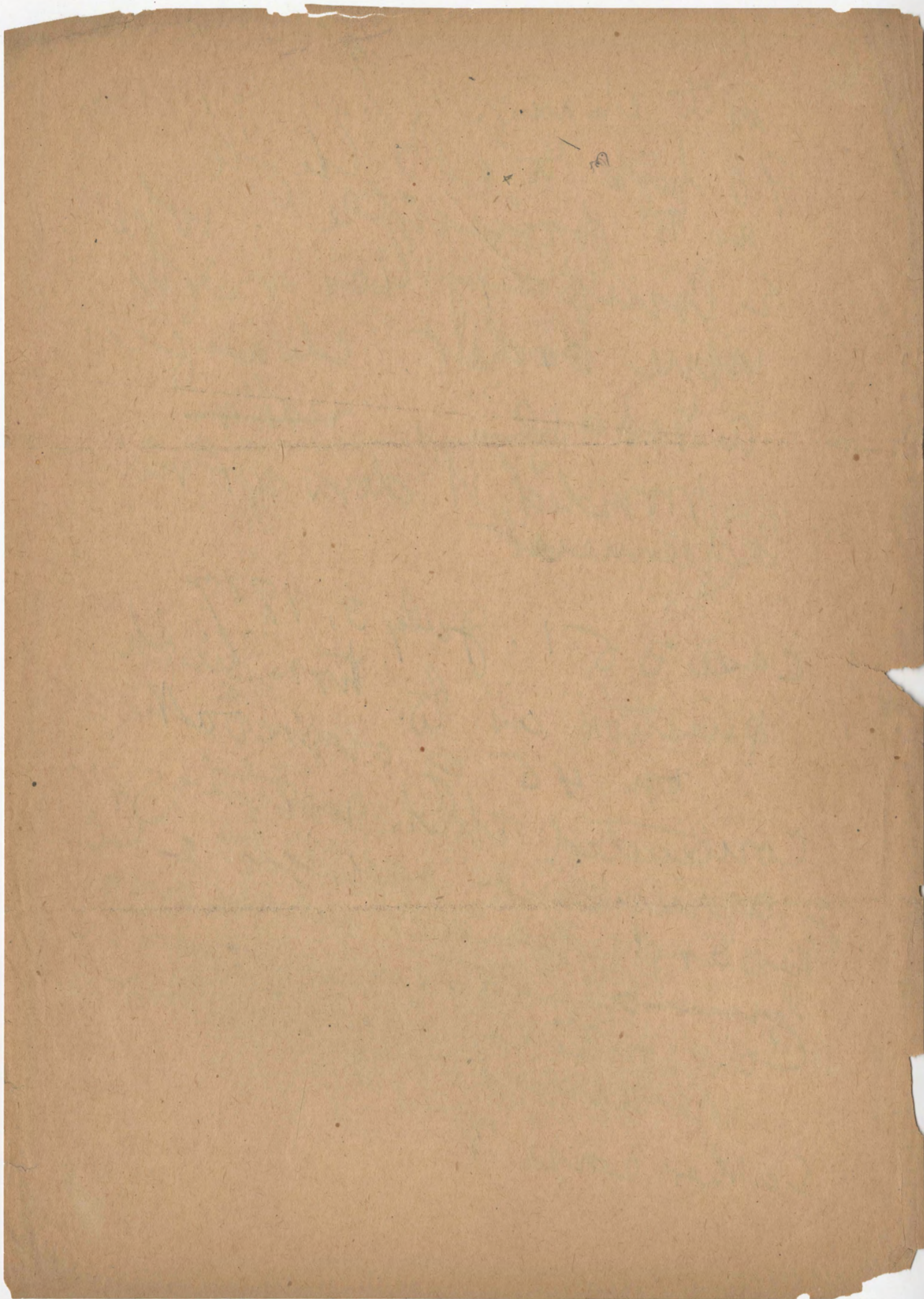
1st chap.

Fascination

661.

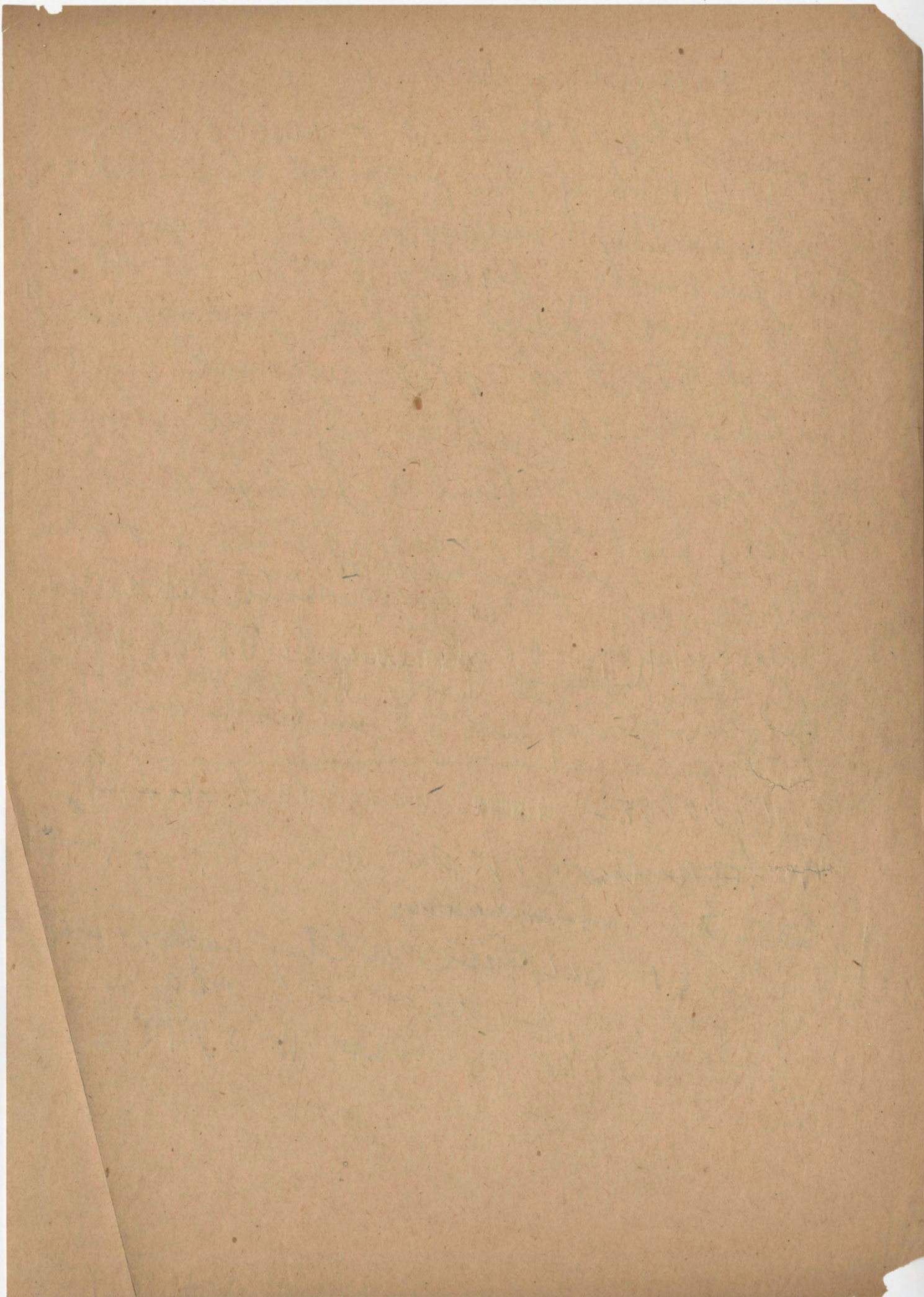
As to change of "lay" from
90 high to 100 high
as to principle, whether
E Company has right to
issue order changing
a "usage", ~~not~~
provided it does not violate
agreement

of case 351. July 3, 1917
Question as to two high
on 45 of overcoat woolen
contended that nothing in
agreement restricts E Co.
Board decided one case on
humanitarian grounds.
Co. contrary "practice" not
relevant.
Earlier case 3



The company should be free to
institute improvement in methods of
operation; but if the proposed changes are
sufficiently important to impair
the earning power of the worker
or to give rise to a reasonable
belief that it will cause such
impairment, the change should
not be instituted by executive
order, but through the price
committee, ~~or through~~ the cutter's
commission or through some simi-
larly constituted body ~~on which both~~
~~the company and the~~ people are repre-
~~sented~~

if they involve ~~into~~ increased risks,
~~the~~ ~~health~~ of accident, or
~~if they~~ ~~affect~~ ~~standards~~
alter usages sufficiently important
to be regarded as real
standards of ~~the~~ work,
the change ~~will~~ be



Suppose Company acts on stoppage clause.

The idea is that

- 1) Union is to control
- 2) If union cannot control then the Co. resorts to direct servicing of relation.

Questions:

- 1) ~~How~~ To what extent does union actually succeed & to what extent fail?

- 2) Will a proposed action strengthen authority of union officials?

- 3) Is it possible to find any alternative which will give a hearing and also prove that stoppages do not pay.

- 4) What questions if any as to psychology and method of treatment grow out of the fact that the stoppage was general.

This seems to present alternatives

- a) Treat all alike ^{discharge} of time, or nothing but
- b) Reject some

not all which raises question of procedure in hiring.

Would it be practicable for the union to penalize members who do not obey orders, or does it proper not to place in this position.

City Club of Chicago

315 PLYMOUTH COURT

TELEPHONE HARRISON 8278

F. Stoppages
1) # 655 appeal from Trade Board
with argument by Finishers struck,
one disciplined

2) Petition to Board to take some
action in case of Cutler & Finishes
who stopped work Feb 1 (Sat.)
about two hours, and refused to
work on Mon. Feb 3. General of financial
ordered by N.Y. to resume work.

3) Case of Finishers before Trade
Board on Friday Feb 7.
Company claimed that James
Brislow had right to hearing
on her suspension, but that
others who stopped work on
same or following day, come
under the paragraph which
provides for case of workers
failing to return when ordered
by deputy.

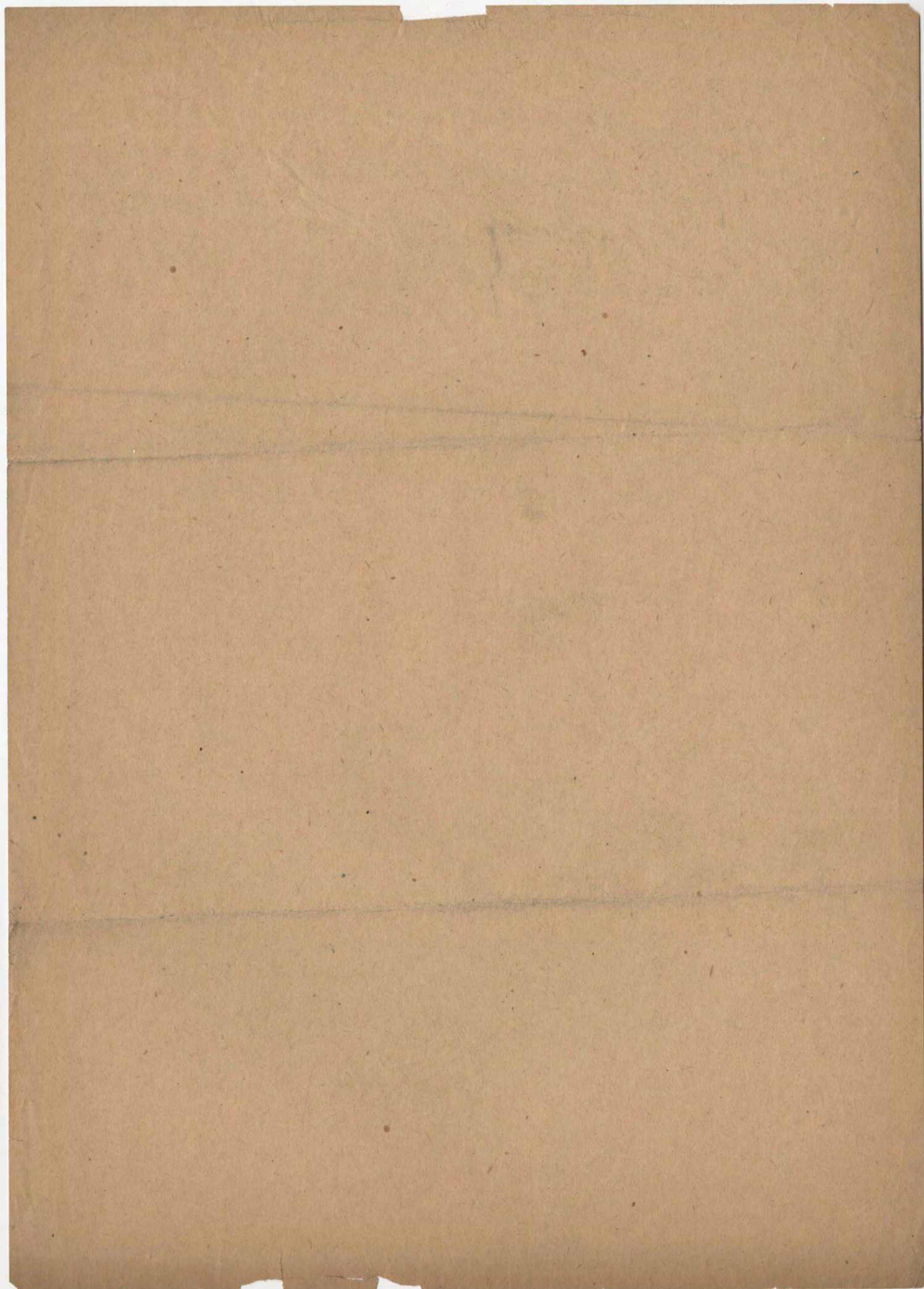
4. In letter of Jan'y 29. a stoppage
of Finishers is referred to. Is this 3?

I # 661 Lay off 90 vs 100

II # 622 sharpening knives.

TELEPHONE HARRISON 8278

Foreman is the Interpreter
of original specifications." 187
But if this involves ~~staying~~ ^{going} beyond
what has been done it should go to
a pr. Com.



#655
Finnish strike in L. at 9:00
ordered back to work by Mr. Ko-
minsky, deputy of minor at 10:00.
Trade Board refused. until next day
investigated. No ac as
it could not fix respons.

For precedent see

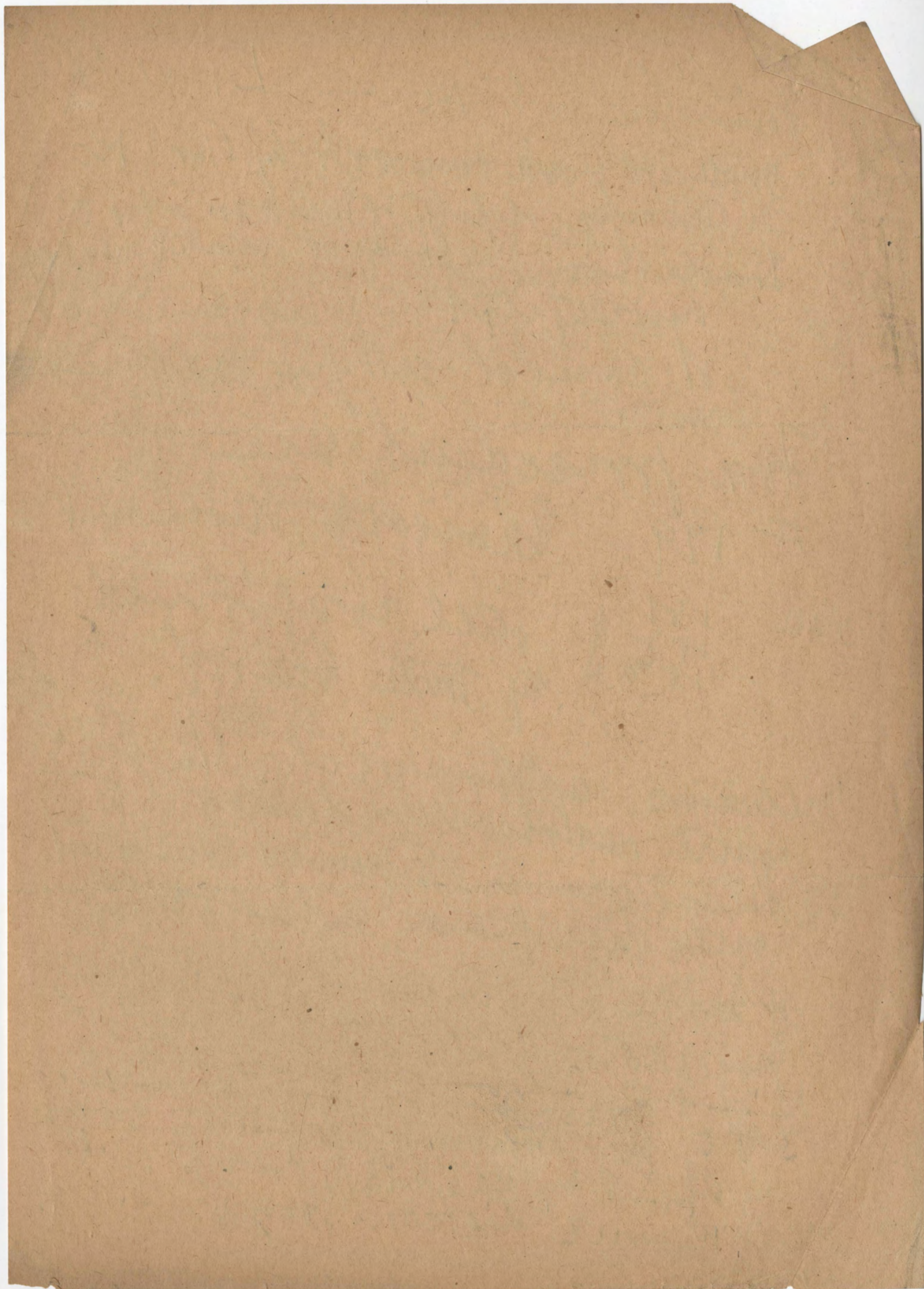
#179. Masato discharged

also 181 } all confirmed
182 }
183 } by trade board.

Williams approved. But
with recommendation to
"leniency so far as consistent
with discipline & justice."

#293, cited in 187 Jan 17, 1913
of June 17, 1915.

390 Two amble pressed discharged
for stop. T.B. released to 2 days.
appeal by Co. B.A. direct 1 wk
Reserve discharge for extreme case.



Q7: Whether foreman
again to cutters.
How much cost & get back
How many left 7 left
Did they take it up.
as to future?

What is the attitude toward
appointing

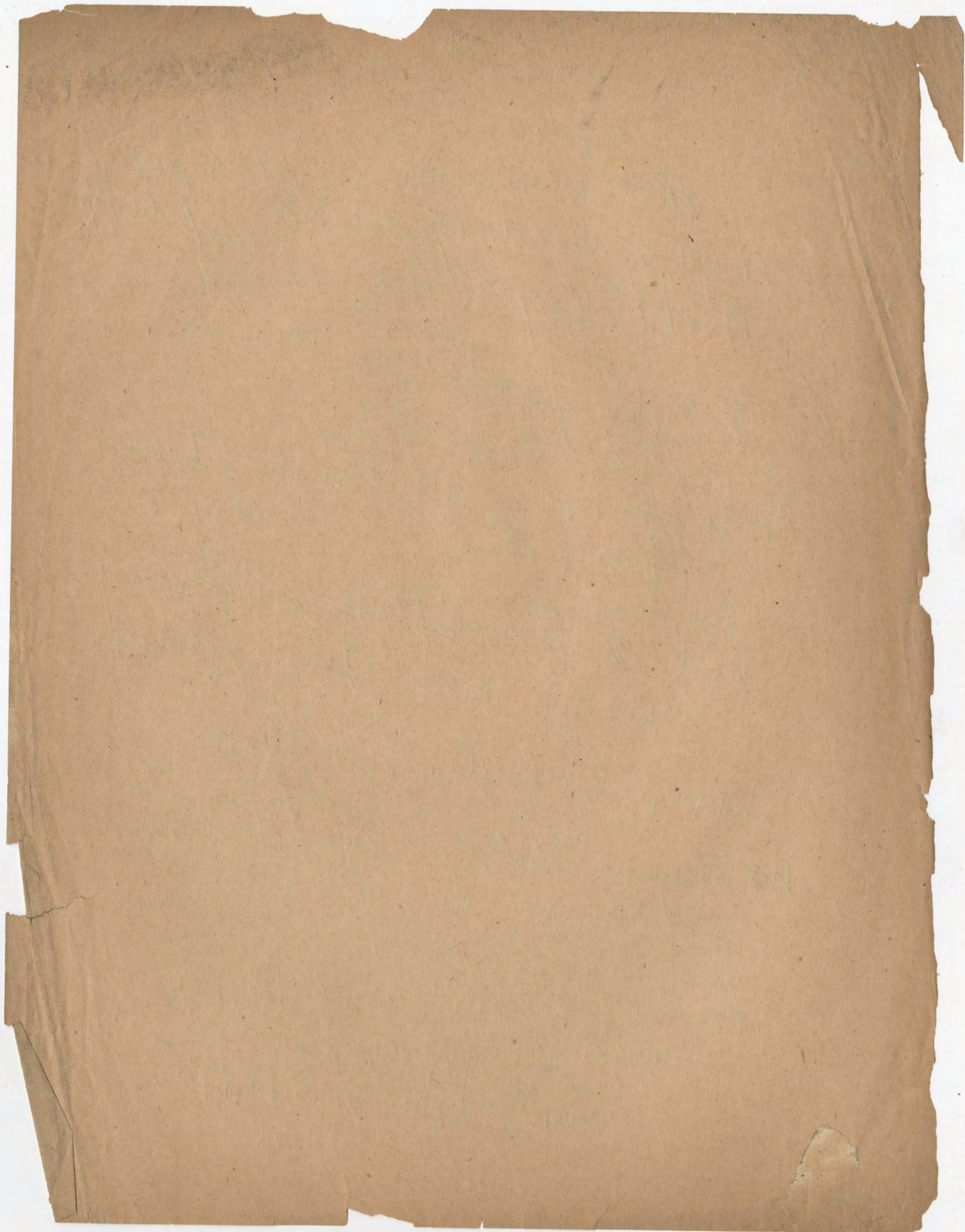
3 Did the Company ask any
union man to be foreman?

Mr. Crowle, Cutters

When did word come
from N.Y.

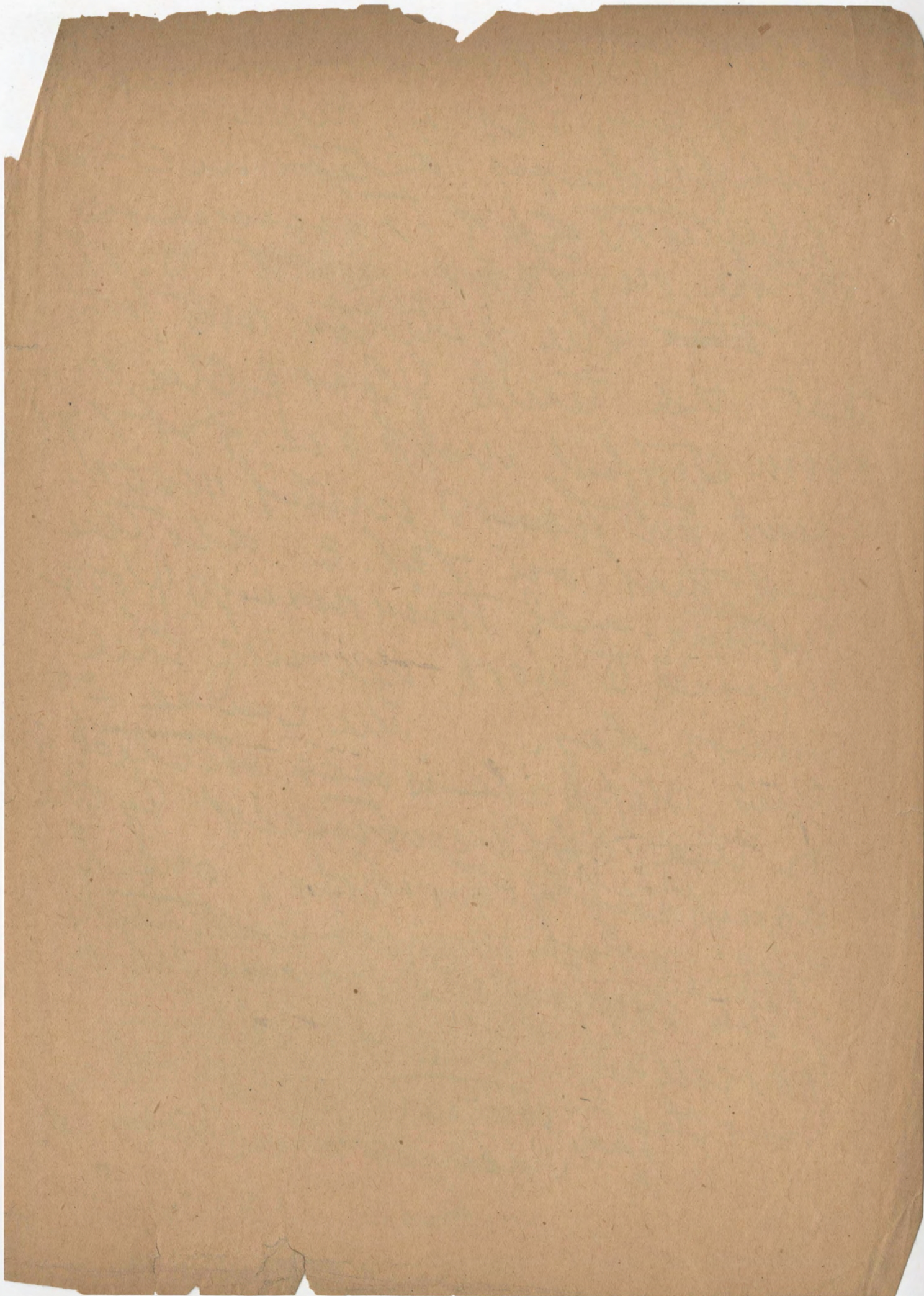
How often does a foreman
get dropped?

And now present



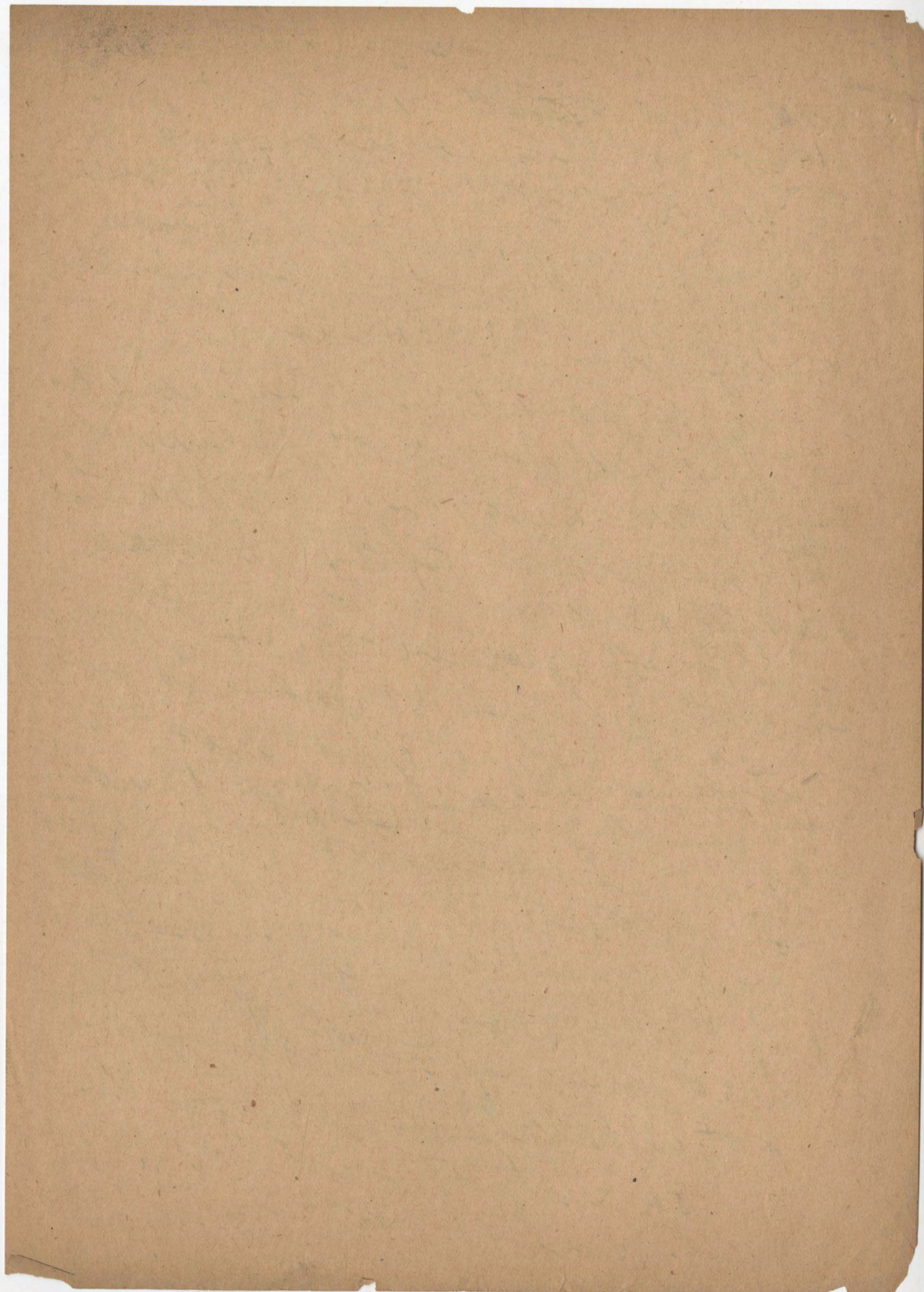
✓ Direct petition #. Filed by
Company Feb 4, requesting
disciplinary action in case
of cutters and trimmers
strike on Feb 1 and 3, 1919.

~~This~~ The petition sets forth
that the turtle floor of the utility
room stopped work on Feb 1 for
about two hours until noon.
and that on Feb. 3 all the
cutting and trimming floors
refused to work during the
entire day. The cause of
this stoppage is ~~was~~ stated to
be the appointment by the
Company of Mr Rohr, one of
the non-union cutters
of the exempted group, to be
foreman. The Company
further stated that the
union ^{had} discouraged ~~in~~ its
members from accepting



2
promoters & be foremen.
and this ~~let~~ made it nec-
essary for the company to resort
to non union men, or else
take men from outside
who would not be of amiable
with the agreement.

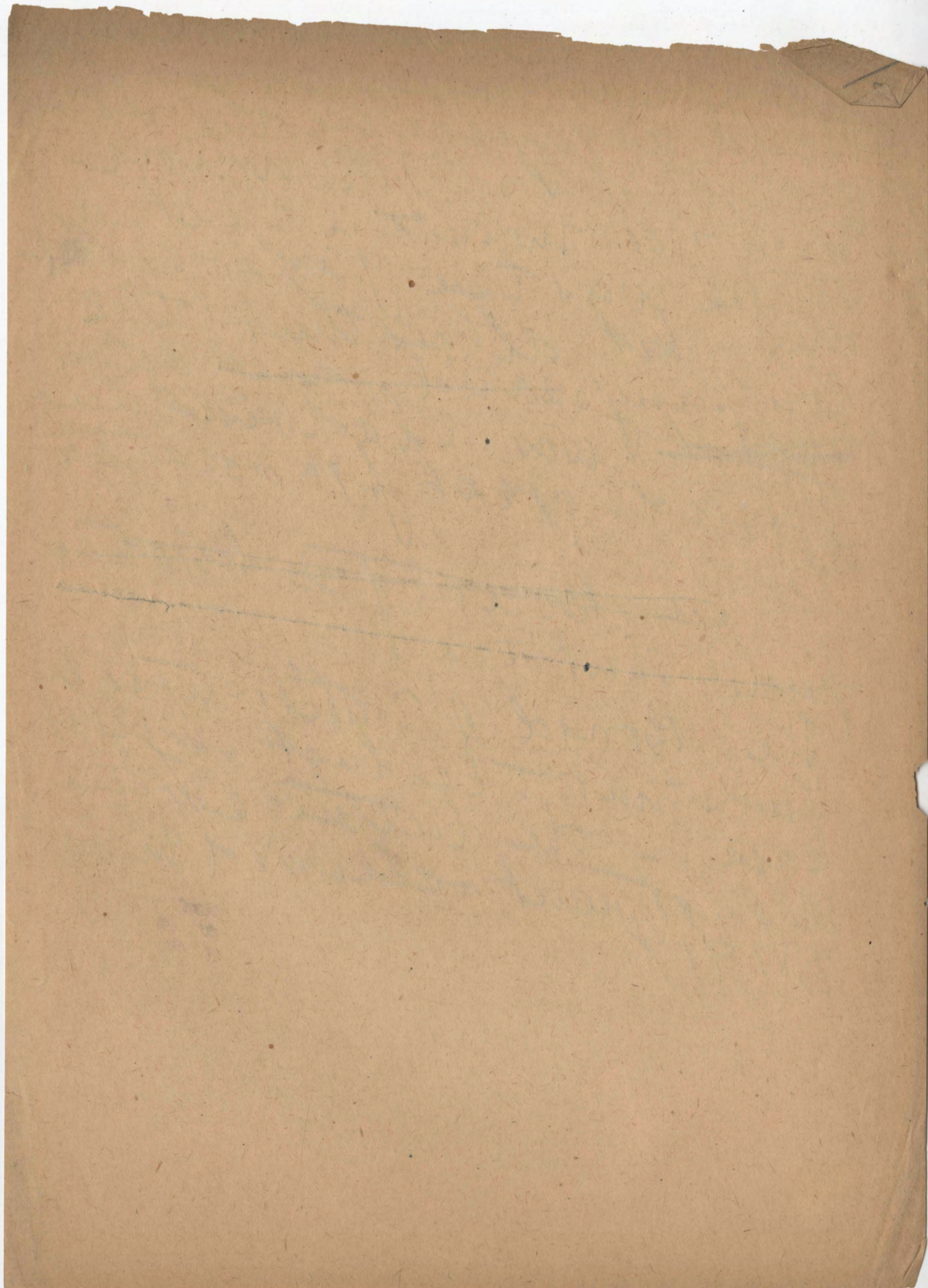
The union contends as
to this last point that numerous
foremen have been readmitted
to the union after service
as foremen and submitted
a list of six or more; that
the pay of the foreman is not
sufficiently higher than that
of an expert cutter to make
it an inducement for a cutter
to undertake the additional
responsibility ~~of the~~ and work
of the foreman's position;
and finally that the history
of the relations between the
union cutters and of the ~~company~~
non union cutters has been



pected that the union men
would acquiesce in the ap-
pointment. The union
does not maintain that a
strike was the proper proceed-
ure but alleges that the
company's ~~errand~~ and action
~~offered~~ was ill advised and
offered great provocation.

~~The Board of Arbitration~~

~~finds that the~~
The Board of Arbitration
finds that the last similar
case in the Cutters & Seining
department occurred May
7, 1917.

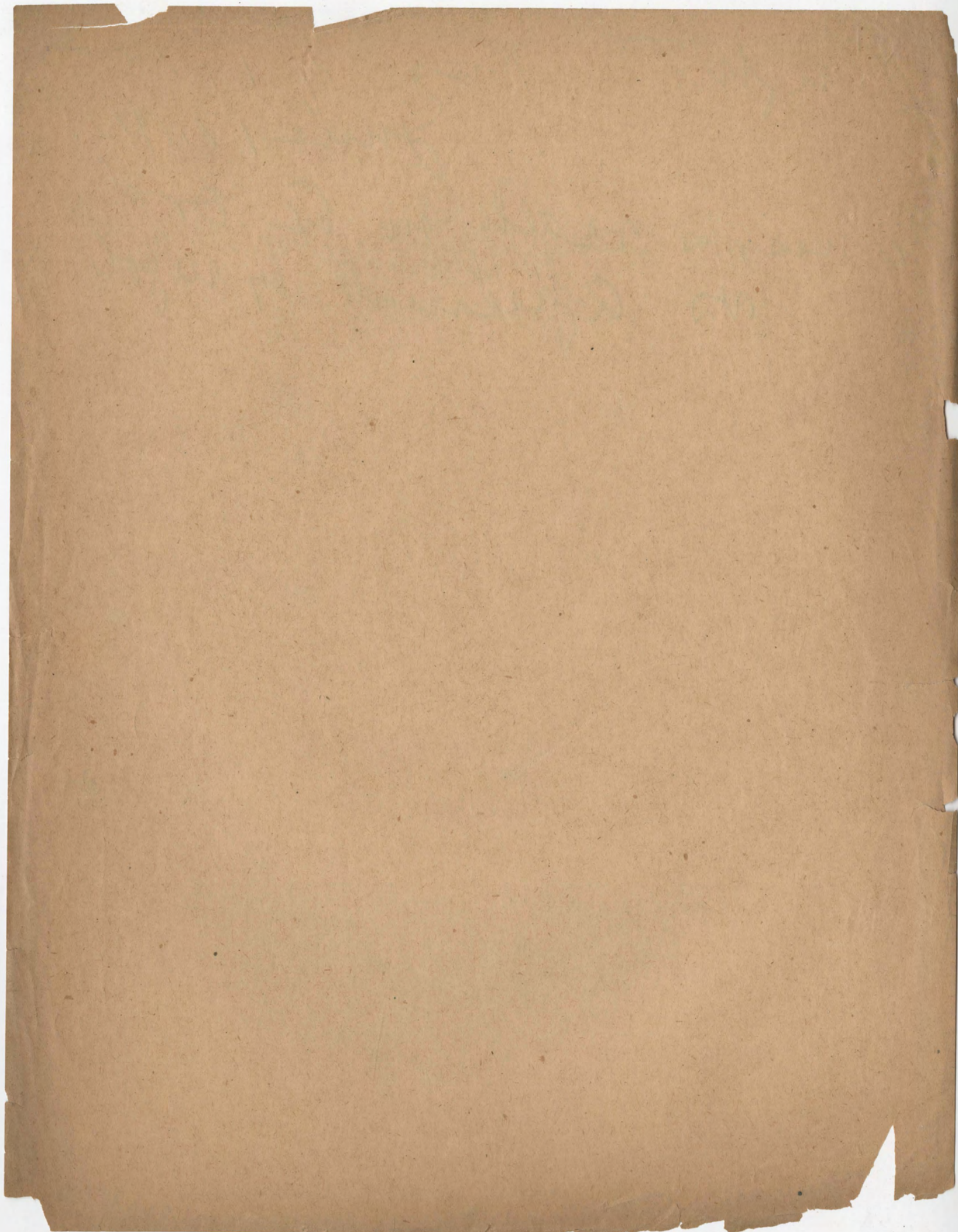


691 rights

mus of 1915

June 17, 1915.

Ques. is really on Ex Orders,
vs Agreements by negotia.



690

13 aron

Again quest of fact

How much is held up.

Ever. How much is actually.

In Shop K

only about 10 per wk.

Spitzer. Two cases

in six months.

Should Shop Ch. or

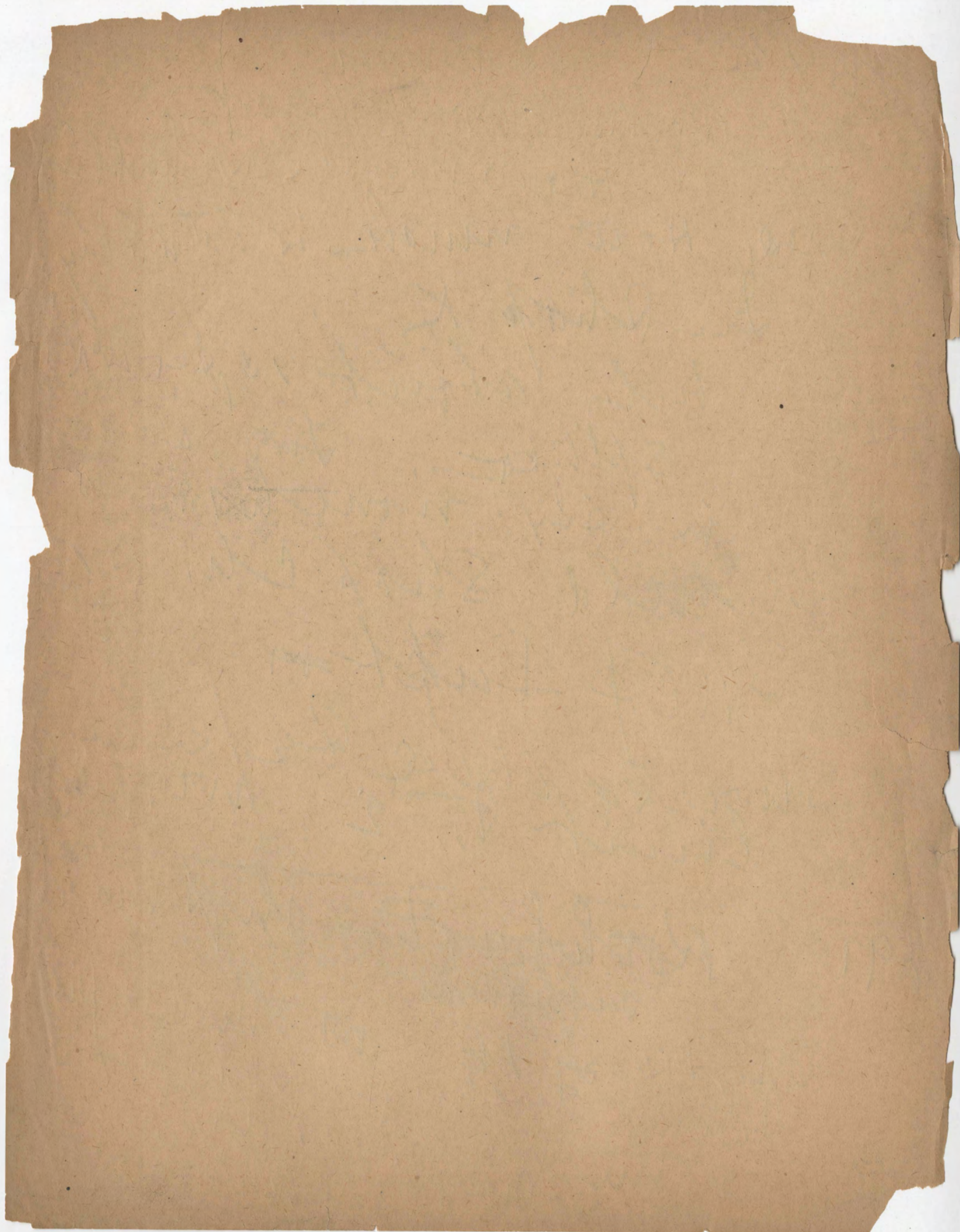
Shop Supt.

Should there be any
limit to 2 not, least

691

Rothbart - shop chairman
suspended

On 13 & 16 is there conflict
between discharge paragraph
& the trade program
discipline of the program!



76 3 yrs ago negotia Spring
different kinds of fabric.

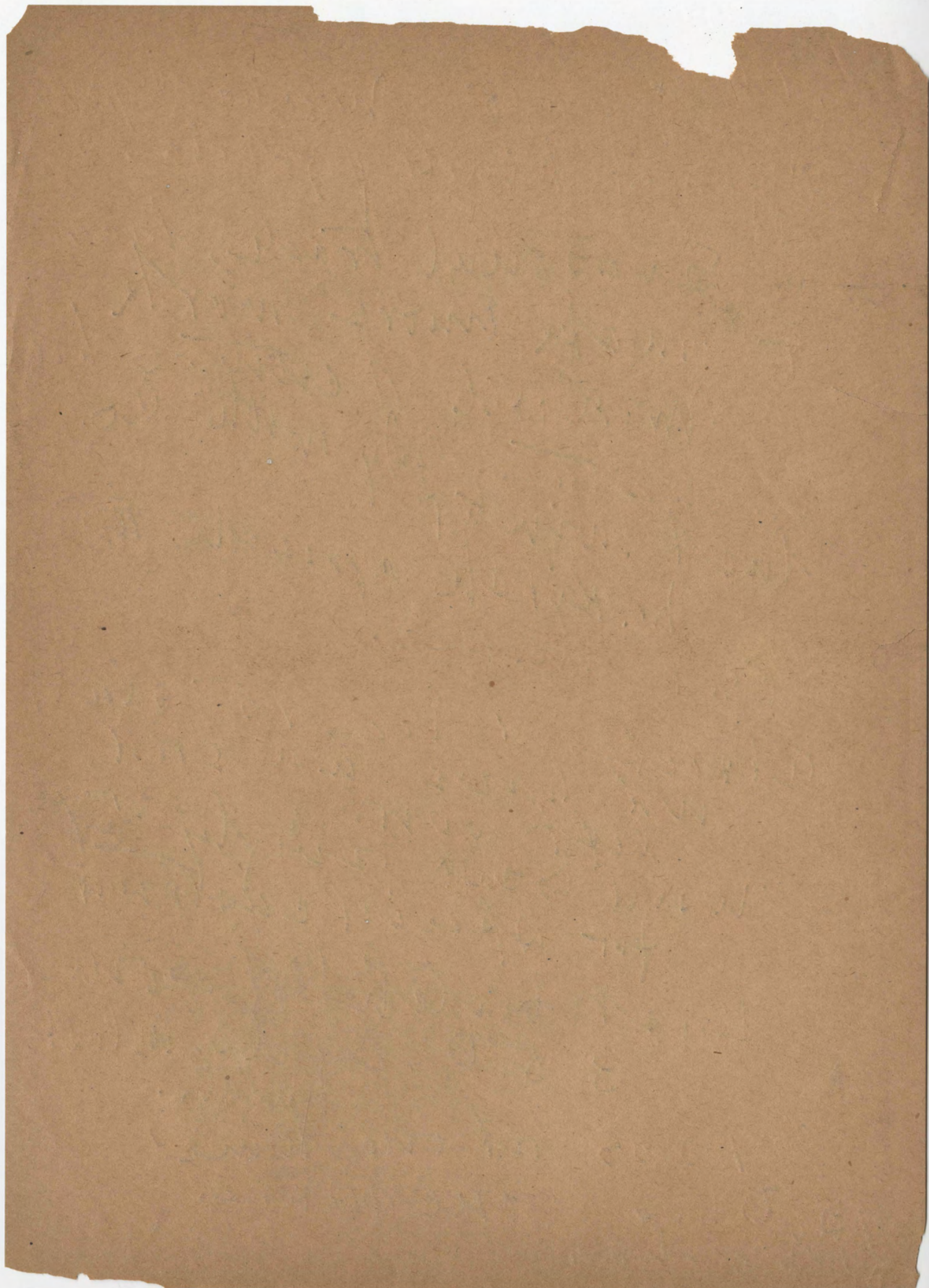
Seasonal trade, hence
to make more work
Mr. Kroll of cutting has
understanding with Co.
last winter
Mr. Kirch agreed to
cut these.

About 1 in 15 seats
wd have an end
left over.
used to cut simply if
for special customer

Last batch of some
350 ends in last
batch.

1200 at one time

1500 hrs one man
133 hrs



1. age

2. at what age did you
leave school.

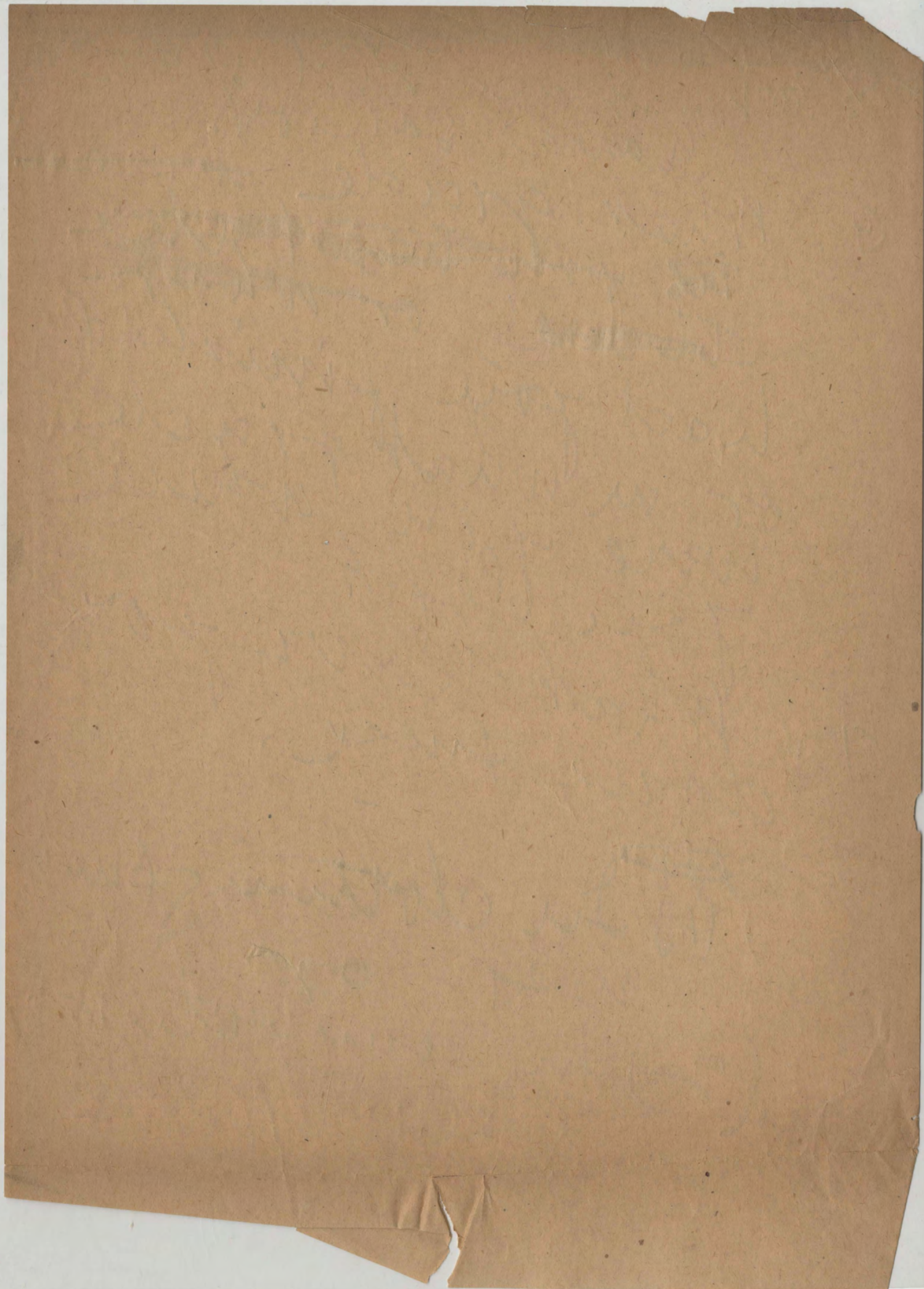
3. What grade ~~were~~
~~you in at the~~
~~time~~, or what

had you finished
or in what grade
were you when
you left.

4. What have you
done since.

~~#1~~ (1) In clothing busi-
ness or

(2) In any other
job.



Factors of change

1. change to new pattern style
at some time in May + Nov.
2. as to whether new men get
different work - firm says no.
3. ~~children~~
children's work figured at 9/10
was there more children's
work at any time May, June, July,
used it the May, June, July.
4. more models after May 1,
which work call for different
fittings
5. more models in overcoats,
of ~~various~~ various sorts
Harris
6. Permanent men dropped
because they pass off season
or small number of 1 year.
7. Timing system
not affected

4264 -

P-4-19

Loescher

12180 .

$\frac{3}{11}$ -

lost 1 20 . 26.

12179 -

$\frac{2}{1}$ -

" . 54 - 29.

①. 7400 B - spl at 240 -

② 7400 B - " " " "

Ship gds.

Port trouble.

comp - singles -

clawed - ship - from.

Ruling - Allow time
MB

Peterman

Alfred

Wimberly

8. Restriction of output
men are told not to work
too fast. ^{Have} ~~have~~ ^{time}
going on for some time.

9. Men ~~there~~ ~~no~~ should be
skinning.

10. Ques. as to when the
idea got abroad
that some standard
was to be set.

4265

8-4-19

Rosen

11120 -

$\frac{2}{1}$

Lost 1³⁵ - 47

7100 spt. ch.

only 2 large ducts.

comp -
claims. Plain gds.

Ruling = Too much time
M

Lay up
mark

Cut lining 140 (70)

Trimming vest lining

Picking

Hand trim
into shape of up to 24 in
4 high

over
one in each, each
lay, marks, each

By air to tracing trim
to use cloth to be made a layer
of body lining is a fast
type & in all ways to be

Silk lining
Special of last
flavor lining



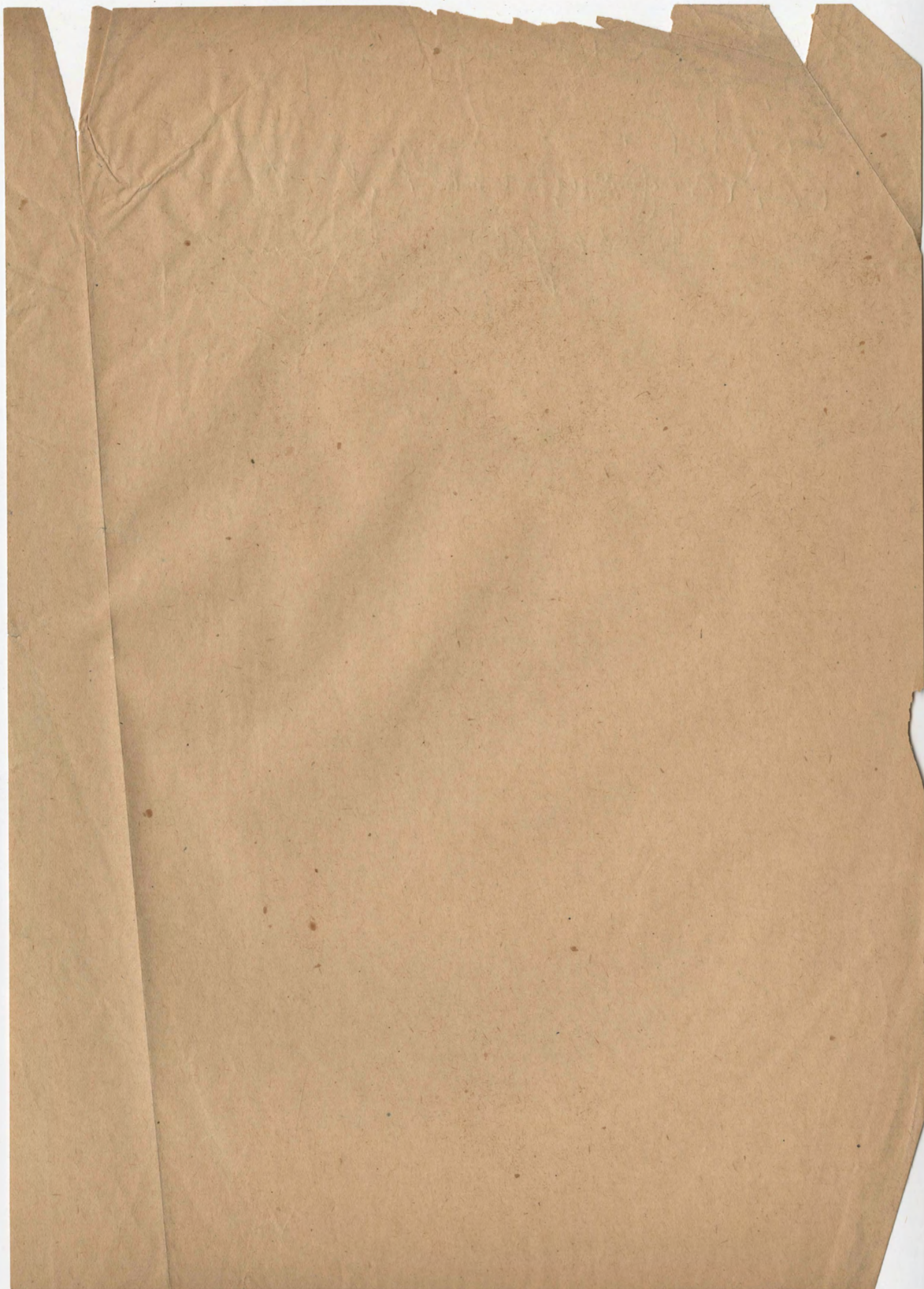
Assessing

Light.

Arrangement of brasses
size.

~~26~~

~~26~~



Picking sleeve lining

Valorian for lining

Hand canvas

Amica line "

Cutting into sections

Then to save lines

Band canvas

Silicious for

Q. as system of training
mother to get most out of

A summary of days
1st day
2nd day, for making

Vest lining for
& Assembly

Canvas picking



Jack Dept cis girl,

Under collar
on arse
cutting
hooking

Picking canvas
girl

Page 19/18

200 - 6000 - 48 hr
240 - 4500 - 48 hr

meeting July 31.
~~20~~ + 13.10 33
 21 + 12.10 = 33.10

The avertage.

100% hand work
 Body lining

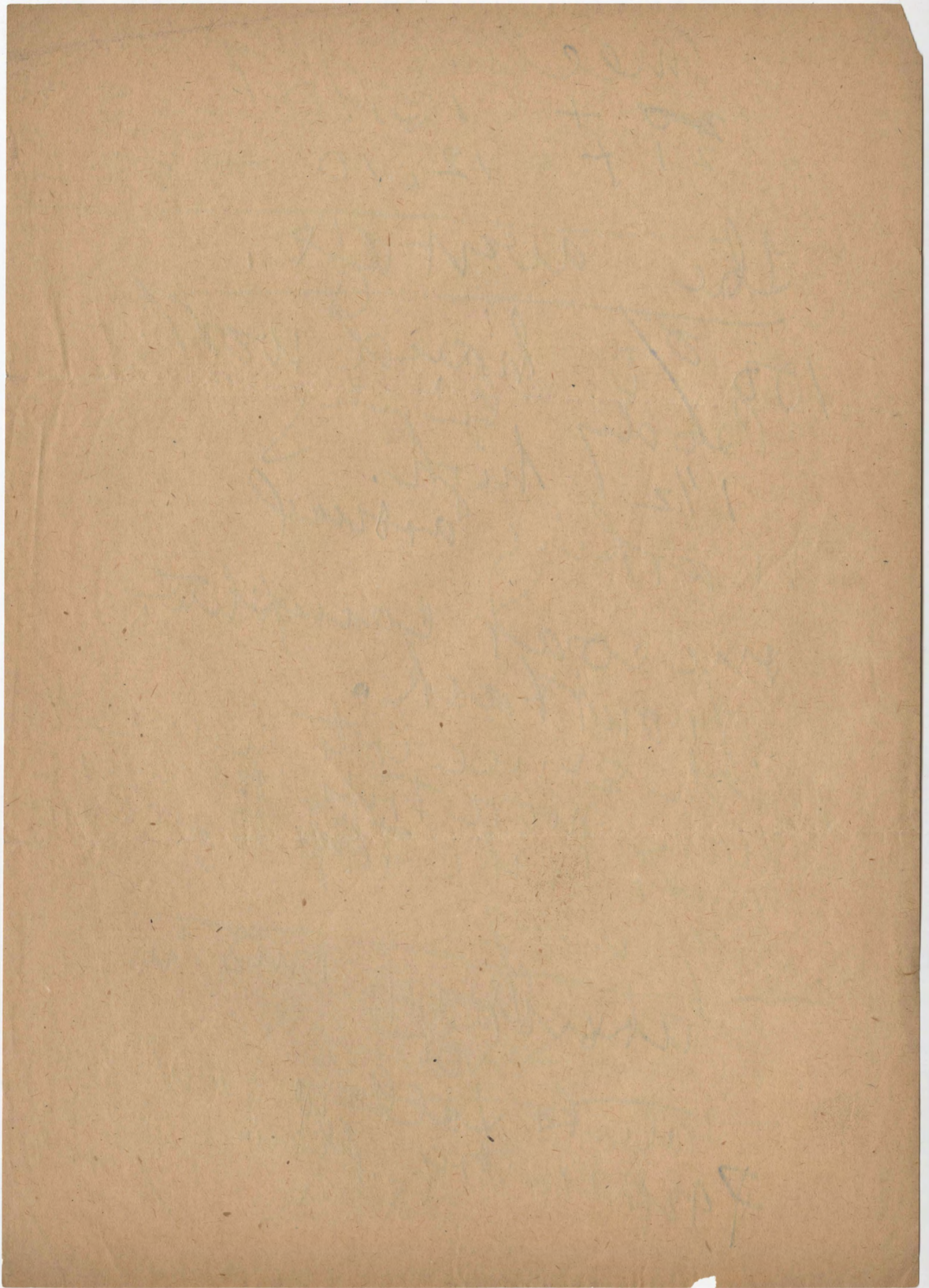
1 1/2 high.
 marking around

one coat complete.
 front back.

With some lots have to
 make more trips, because
 must make trips to get back
 any way.

about 4 cuts in a
 lot.

stubs follow continuously
 preparatory silk plain 6 1/2 m
 7 m



100 % man takes
10 minutes per cut, if he
has 4 ~~to~~ cuts in a lot.
= 40 minutes

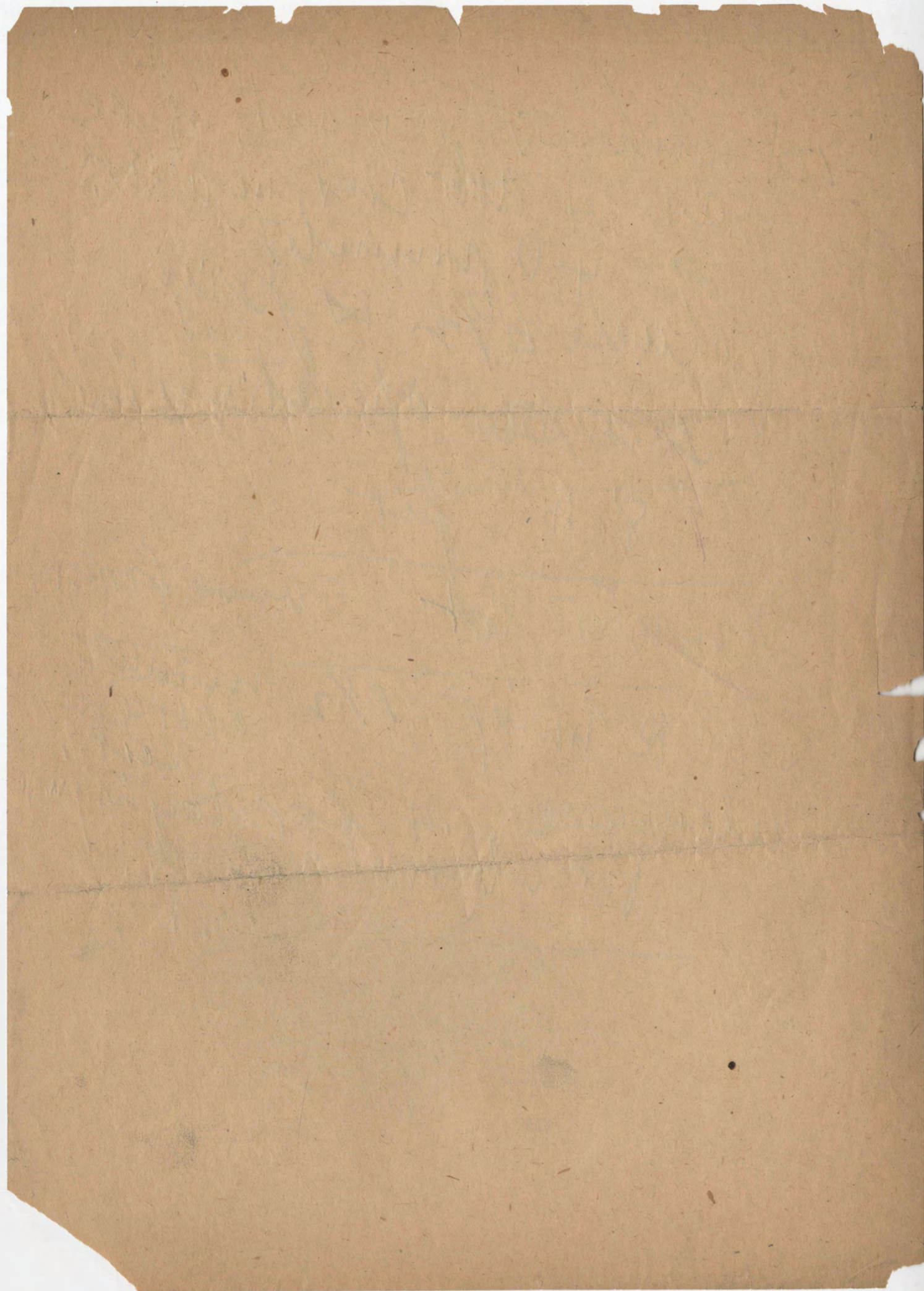
of which $6\frac{1}{2}$ is prep.

4 { 3 3.150 operation time
8.4 per

In a 5 lot 0 man factor,

Sick living $1\frac{1}{2}$ minutes
extra per
cut.

Allowance .4 for laying up
for above 2 days.



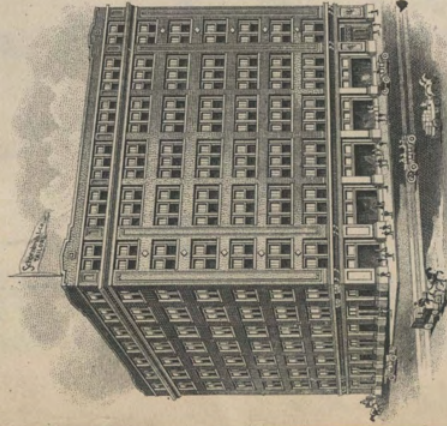
		<u>Greatest</u>	<u>Dropped</u>
Fall	1907	20	6
Spring	1913	33	11
Fall	1914	26	8

(S.C.)

always have put cutters
on samples in slack season

Transfers made only since
Union has operated

Formerly cutters were laid off
for 2 weeks at end of Spring
and fall seasons



School

ME

IMPORTER

8

We have been doing business for a number of seasons, and we sincerely hope that you have sent us.

Still, we notice that

1) B alt.
2) ^{any} one sent 1/2 late, no over.
Somebody has to make
woods. ^{standards} since 1918.
In short, all on hand
at opening. over-time 1/2

2) as train got to junction

3. 40 ^{must} pay for other
firm work at 40 rate but may
specialize requisitions.
Montreal some Tailors took
a lower pd job voluntary
but Union refused to let
them work at less.

If no work, then what?
Adie rules manager should
inform Union
in 24 hr. Must keep on
for 1/2 year.
(In Canada a week's notice
necessary.)

13 Oct
Dear Sir
I have the pleasure to inform you that
all our business is now
settled and we are
at present
on a very low
scale of business

2. 140
I have the pleasure to inform you that
all our business is now
settled and we are
at present
on a very low
scale of business
I have the pleasure to inform you that
all our business is now
settled and we are
at present
on a very low
scale of business
I have the pleasure to inform you that
all our business is now
settled and we are
at present
on a very low
scale of business

On juris.

Subj must bear a
"reasonable relation" to
purpose & Industry
of Pol. Power

M. Kolchin

Mr. W. H. L. Chinn
2 of 1901
The above is a copy of
the original must be
of 1901

Board of Governors

Samuel Weill - Chairman.

Clothing Exchange - Rochester

Max Friedman -

Clothing Manufacturers Industrial
Exchange of New York.

Alfred W. Stern -

Chicago Market Industrial Federation
of Clothing Manufacturers.

Siegmond B. Sonneborn -

Henry Sonneborn Co. Baltimore.

##

National Board of Labor Managers

Saul Train Howard, Chairman

Hart Schifferman, Chicago

B. H. Gitchell,

Clothing Mfg. Industrial
Exchange of N.Y.

Meyer Jacobstein,

Stein Block Co. - Rochester

Keppeler Hall,

Strouse Bros Inc, Baltimore

Articles of Federation

establishing the

National Industrial Federation
of Clothing Manufacturers,

including

New York, Chicago, Rochester and
Baltimore.

New York
July 18 - 1919

Hart Schaffner & Marx
Good Clothes Makers

Articles

#733

17 inside
1 opt Caslon

-Gormons

Reprint from
Daily News Record

(Reprint from the
Daily News Record of July 19-1919)

~~Case 899.~~

Mixed Fabric

work-time reduced to 6 hrs
on following day.

Requisition for more cutters
cancelled. No more men
needed.

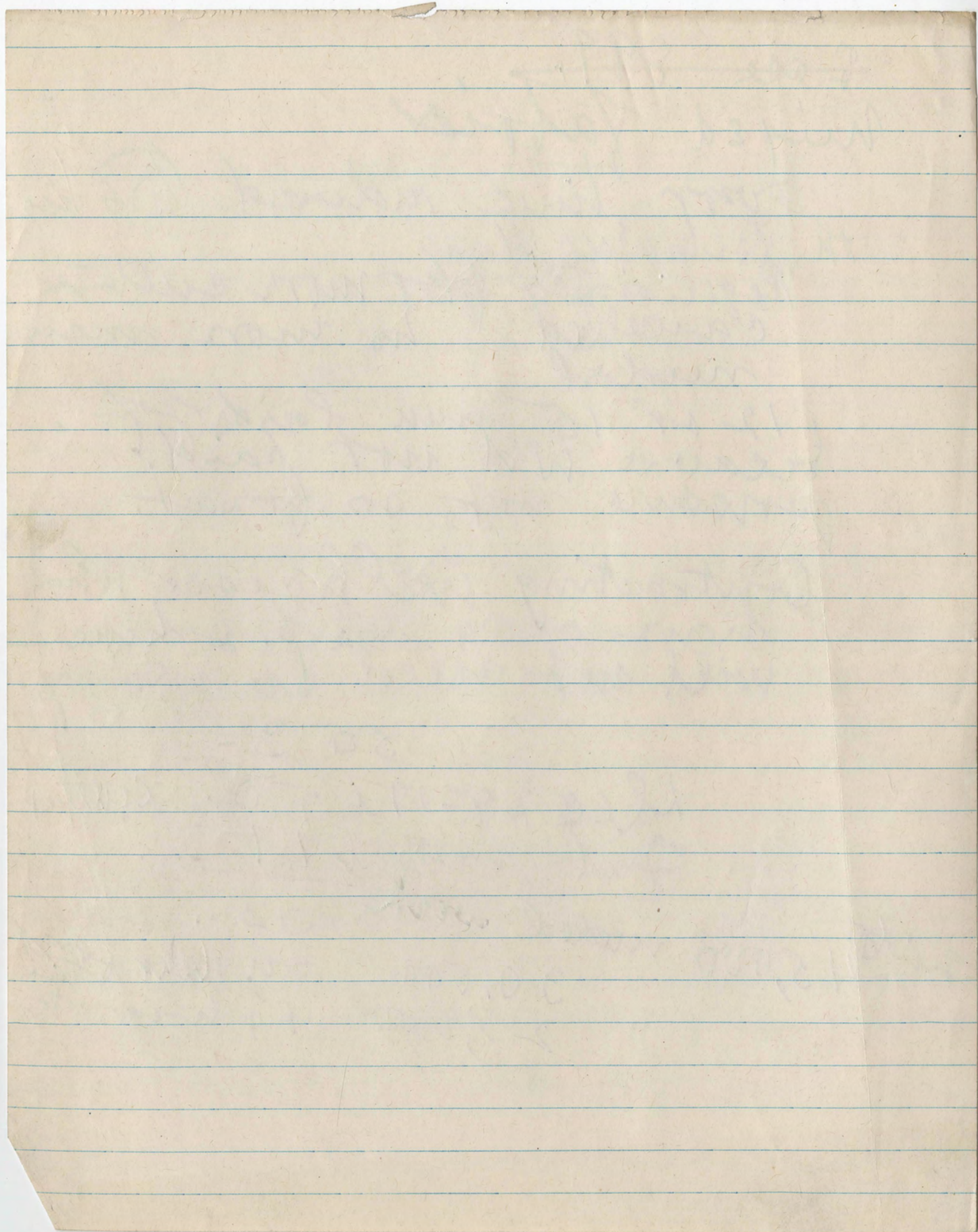
12 or 15 men laid off,
because wd not paid.
pressure not so great.

Contracting will cease when
have own ship. & hence
will not need so many.

553-

Aug 28-19650 cutters
726-20. 617

units 45,000 needed with 33
30,000 on 6 hr shift
25,000 44 hour wk



Guyt.

men discharged. 28 names
none hired.

Kinsek claims

June 1 - Feb 9 says 9, laid
off for incompetency.
shall lay off work
hired

Since Sept 1 51 men
borrowed from other
firms still here

38 have left to
go back.

12 quit vol.
special order men.

Requisition cancelled
because no room
to place others

Reg. now standing

