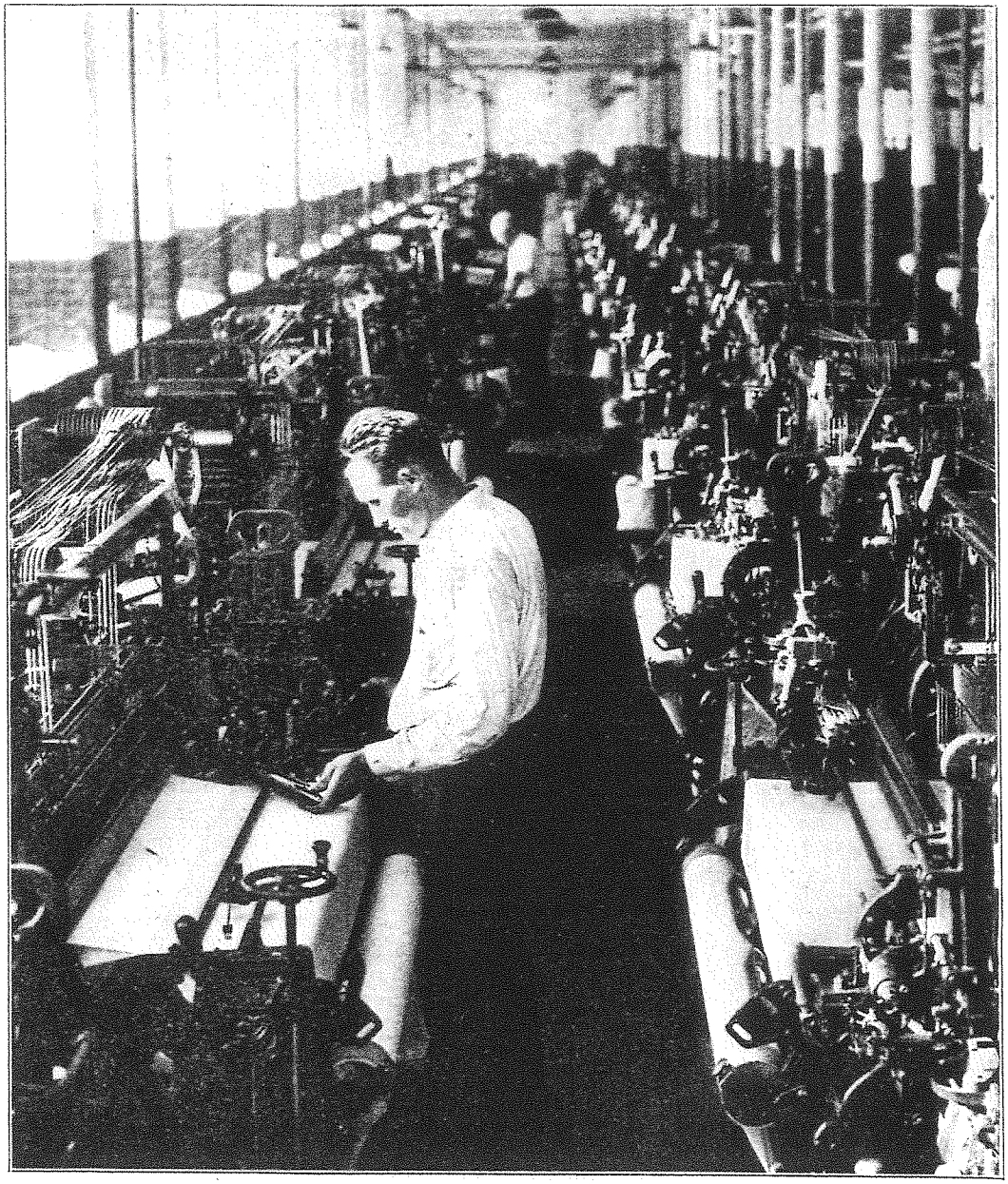

CHENEY SILK NEWS

PUBLISHED BY CHENEY BROTHERS SOUTH MANCHESTER, CONN.

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WAGE—How Shall It Be Determined?

1. Day and Piece Rate Systems

WHY was the task and bonus system of wage payment adopted by Cheney Brothers? Is this system beneficial to both the Company and the employees?

What other methods of wage payment have been tried in industry and what were the advantages and faults of these systems?

The following article is the first of a series which will deal with the fundamental question of wage, important to every employee. Employees are invited to submit letters of comment and criticism and to ask questions on this subject.

After the introductory account of wage systems, given below, Cheney Silk News will publish articles describing the task and bonus system as it is applied by Cheney Brothers and by other companies. Job classification and credit rating, weighty factors in the fixing of wages, will also be explained in detail. Under the former, such questions as why some jobs pay more than others, will be explained; and under the latter, why one worker may receive more pay than another on the same job.

• • •

THE worker exchanges his time, effort, skill and devotion for just treatment and just compensation. It is of the most vital interest to him to know how the amount of his compensation is determined.

All methods of wage payment that have been used are forms of day wage or piece work wage. The essential difference between these two forms is as follows:

Under the day wage system a man is paid according to the *time* he spends at work.

Under the piece work system a man is paid according to the *amount of work* he does.

The day wage plan guarantees to the worker the *full* amount of a day's pay and the employer has no guarantee of the amount of work done for that day's pay, other than what can be obtained through strict supervision.

The piece work plan guarantees *none* of the day's pay to the employee. The employer, on the other hand, has to pay only for what work is actually done. If a worker's machine breaks down, he is out of luck.

Day Wage System

THE day wage system is now used almost entirely on jobs where it is extremely difficult to measure the amount of work done. This method of compensation was the first used in industry and whereas it was satisfactory at the beginning, with the expansion of industry, it began to present serious disadvantages to both the worker and employer.

The attitude of many employees under the day wage plan is illustrated by the classic tale of Tony. Tony was a member of a shoveling crew engaged in digging in a sand pit. The men were paid a set sum by the day, but the boss had adopted the plan of adding 50 to 75 cents a day to the pay of men who worked fast.

News of this went the rounds, whereupon Tony queried the boss for the reason some men got more pay than he did.

"They shovel faster," was the answer.

Tony considered a moment and came to a conclusion. "Why," he said, somewhat surprised, "Is it *dirt* you're after?"

He was asked what he had a shovel in his hand for.

"Well, if it's dirt you're after," decided Tony blandly, "I can shovel as fast as any of these guys."

THE main difficulties which arose under the day wage plan may be summarized as follows:

Disadvantages to Employee:

The employer usually paid one rate of wages to each class of workmen. Wages were not on the basis of the market rate and thus practically amounted to the basis of the average or lower than average grade of workman available.

There was no financial incentive for the most efficient employees to give their best efforts.

The employer resorted to driving methods of supervision in order to get increase in production.

Disadvantages to Employer:

THE employer had no opportunity to give individual recognition to the deserving employee.

The pace of production was set by the speed of the poorer workmen.

Production was curtailed, with the result that production costs were increased.

The cost of supervision went up because the employer felt that he had to secure production by compulsion, since the day wage did not require the employee to turn out any specified amount of work.

Piece Work

THE evils of the situation grew with the expansion of industry, and the disadvantages that have been set forth naturally led to the opposite extreme. So an attempt was made to pay the individual on the basis of accomplishment alone.

When this system was introduced, it seemed that the troubles that had arisen would disappear, but many obstacles arose which had not been foreseen. The dangers of the piece rate system, used on a large scale, are quite well known to workers, but will be reviewed here.

The first obstacle was the lack of records on which to base the wage per unit of production. In most cases, the piece rate was set in a hit-or-miss fashion, resulting in two extremes. Either the rate was so low that the employee could not earn as much as he did before, or the estimates were too high and the employer soon found his cost of production mounting.

On the whole, however, there was

more satisfaction in this method than in the day rate plan, for when preliminary difficulties had been smoothed out, there was a decided tendency toward better wages to deserving employees, increased production, and reduction in cost of the article. The employee was more satisfied because he felt that his individual work was being recognized, and the employer was more content because he felt that he was paying only for work actually done. Supervision for quantity production was no longer so great a problem, since the worker was intent upon turning out a large quantity of work.

HOWEVER, the following difficulties became apparent:

Quantity production was stimulated at the expense of quality. Fines for poor quality resulted.

Through a mistaken policy, management tended to lower costs at the expense of labor by cutting rates, with the result that piece rates were unstable. The employee became discouraged and either neglected quality for higher production or went to the other extreme of curtailing production, which was called "killing the job." He felt insecure because he never knew when his piece rate would be reduced.

A situation unfair to the worker existed in the fact that none of his wages were guaranteed except for work done.

Trouble arose between the management and workers whenever material of a poor grade had to be handled, because there was no allowance in the piece rate for slow work or poor quality for which the worker was not responsible.

AFTER [illegible]

OUTLOOK FOR DRESSING MILL EMPLOYEES

SINCE it was announced that a temporary shutdown of the Dressing Mill would be necessary, the Company has been studying every possible method of alleviating the distress caused, by endeavoring to find employment for as many as possible of those who have dependents or long service records, or who have no other means of support.

Within a short period it will be possible to employ in the Dressing Mill perhaps fifty or sixty employees —the number cannot yet be definitely determined. These workers will be used to process stock for immediate needs.

In addition, it will also be possible to place a number of long service employees or those having dependents by transfers to other departments. This will unquestionably mean the laying off of employees with short service or no dependents in the departments to which transfers are made. Transfers can be effected, however, only on jobs requiring unskilled labor, where long training is not necessary.

Every effort is being made to locate such opportunities for transfer and it is hoped that from forty to fifty employees of the Dressing Mill can be so placed. Where these employees have already acquired a knowledge or skill in other processes, the transfer of those with long service or dependents will be easier. It is hoped that within a month at least one half of those who have been laid off in the Dressing Mill can be given employment of some character, though it will obviously be impossible in many cases to give them employment with wages equal to those they were receiving in the Dressing Mill.

QUESTIONS have arisen concerning the eligibility of those [illegible] have been laid off in the Dress- Mill to receive shares of the divi- of the Benefit Association, which be made as of March 31, 1931, concerning their eligibility for ons.

the case of eligibility for divi-, the By-Laws of the Benefit iation makes it clear that by con- ng payment of dues, a member he Benefit Association may be continued in full and regular standing during the first ninety days of lay-off. The Trustees of the Benefit Association have the matter under consideration and are studying some method of retaining the equity of those whose lay-offs may extend for longer periods.

In the case of pensions, a break in the continuity of employment does not affect eligibility to receive a pension, unless such lay-off or break in employment continues for more than two years. It is hoped that long before that time all of those who have had long service in the Dressing Mill will have been placed so that their eligibility to a pension will not be affected.

Those employees in the Dressing Mill, or in other departments, who have been temporarily laid off because of slack work may, therefore, feel reasonably sure that neither will they lose their privilege to participate in the dividend of the Benefit Association, nor will their pension status be seriously affected.

DEPARTMENT ENLARGES SPINNING CAPACITY

ON account of the vogue for dress goods such as voiles, georgettes and chiffons — all extremely lightweight materials requiring raw silk with a high twist — the spinning capacity in the Throwing Department has been utilized to full extent during the past year. To increase production in this class of yarns, it has been decided by Cheney Brothers to take over one of the rooms in the Spinning Mill, which has become inactive on account of poor conditions in the spun silk trade.

Already the Throwing Department is operating part of this room. As soon as additional equipment and changes in power and speed can be accomplished, the entire room will be operating, with approximately 7,000 spindles covered with raw silk.

This change will not involve a large increase in help, since an operative can tend a considerable number of machines when a very high twist is being put in. However, this increase does represent additional mill activity.

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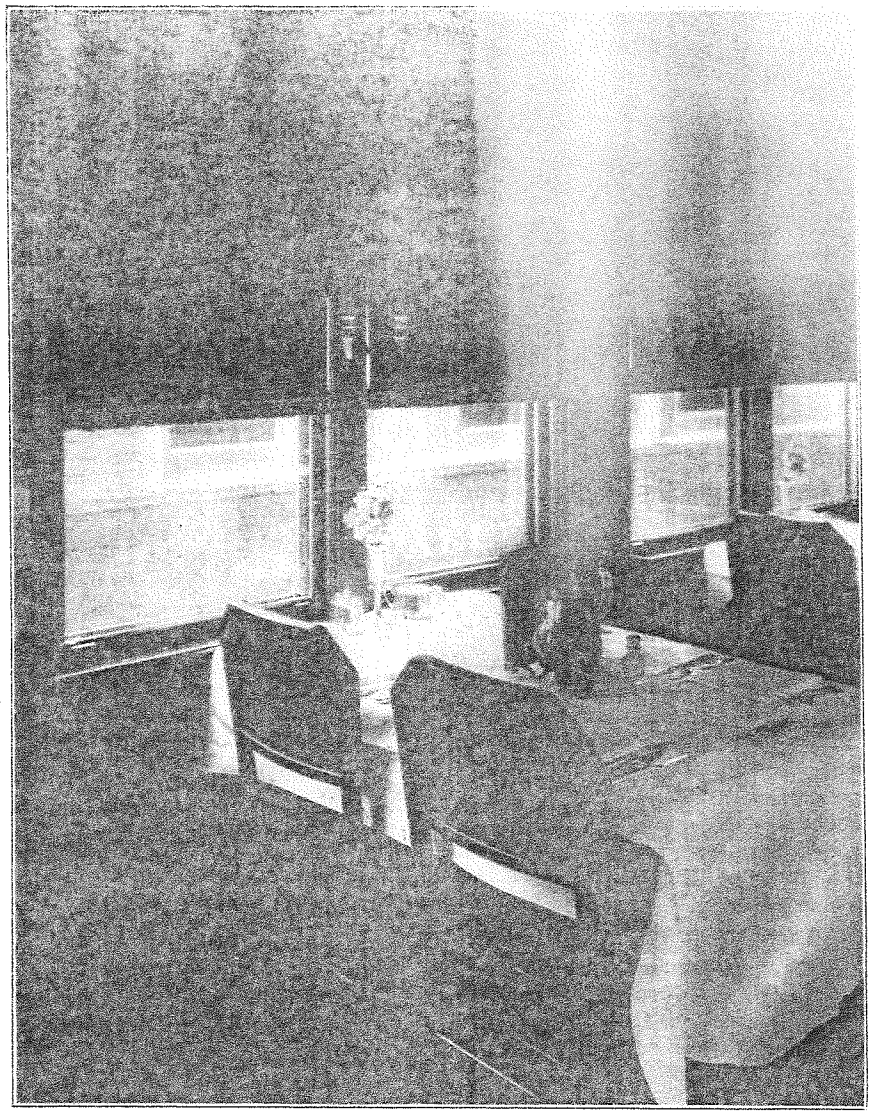

Question Box

Questions which employees wish answered in this column may be written on blanks obtained from the Suggestion Boxes, and may then be dropped in the Suggestion Boxes, or sent to the Editor. Questions should be signed by the individual or approved by a Works Council member.

QUESTION: Why do I not receive either an award or a notice of rejection for a suggestion made three months ago?

Answer: Immediately upon receipt of a suggestion, an acknowledgment slip is sent to the suggestor, stating that he will be notified as soon as his suggestion has been considered by the Executive Officers. Some suggestions are of a nature which requires more than three months for proper investigation to determine whether they should be adopted. As soon as a decision is reached by the Executive Officers, either an award or a notice of rejection is sent.

The Executive Officers regret that there have been delays in the disposing of suggestions, and are now putting into effect some changes which they hope will reduce the time taken in considering suggestions.

QUESTION: A full member of the Benefit Association was absent from work for a week as a result of an injury sustained at work. He did not report the accident until several days after it had happened. Why does he not receive either compensation or sick benefits for the week of absence?

Answer: The law does not require that compensation be given for the first week of absence due to a work accident. Compensation starts with the second week. However, if the injured person is a full member of the Benefit Association, and if he reports the accident within 24 hours of its occurrence — not including Sundays and legal holidays —, he will receive compensation dating from the hour he was examined by a physician of the Medical Department. Since the person in question did not report the accident until several days had passed, he was not entitled to the additional compensation allowed by Cheney Brothers for the first week. However, his expenses for medical attention were paid. He could not receive sick benefits, which cannot be given in a compensation case. See Art. IV, Sec. 2.

Dignity and elegance in the evening mode . . . and in gowns shown by Cheney at the Fall Opening in New York . . . are illustrated in these models designed exclusively for Cheney. White panne velvet follows Grecian lines and printed green moire flares and puffs in quaint sophistication.

Joel Feder

How Are Your Eyes?

Cheney Silk News will publish a series of brief articles on health. The following is the first. The articles were prepared by the National Safety Council, of which Cheney Brothers is a member, and are gathered together in a booklet called "The Healthy Worker."

Jim Davis averaged 94 cents an hour on piece work for months. He had his eyes rested and corrected and averaged $1.04 an hour thereafter . . . Tom Pa[illegible] increased his wages 16 cents an hour in the same way . . . A group of men workers increased their average earning power [illegible] per cent by the correction of their defective vision.

[illegible] good pair of eyes. That one pair is your allotment. Eyes cannot be replaced and there are no spare parts. They were made to last you a lifetime with ordinary care.

Good vision is priceless. Would you take *anything* for your eyes?

When Eyes Need Correction

They need to be examined when headaches or eye-fatigue sound the warning signal.

They need correction when, in reading, work is held closer than twelve inches.

They need to be examined, occasionally, by a physician-oculist who does not examine merely for glasses but ascertains the condition of the eyes and organs in their related work with the rest of the body.

Avoid, if possible, the kind of labor that demands constant attention to work.

When you must do this work, relax frequently. Look up from your work, look out of the window, look into the distance.

Good Light Helps

Have good light when you read. That light is best which is as near like the sun as possible, which is steady, and which comes from the left side if your are right-handed and from the right side if you are left-handed.

Eyes will be more comfortable in strong light if they are protected by tinted glass.

They will feel better if they are protected by some kind of glasses from strong wind.

The eye is an organ which quickly shows any slight change in body health. Eyes will share in the good effects of clean living.

The eye is so delicate an organ that it should never be treated by anyone but a medical man or nurse. Many eyes have been lost when workers have allowed a comrade to remove small particles with a dirty knife, handkerchief or toothpick.

Your eyes are priceless. Take care of them.

(*Prepared by National Safety Council*)

Your Suggestions Are Needed

Cheney Silk News Invites Solutions to Problems Existing Throughout Plant

CHENEY SILK NEWS has compiled a list of problems which are causing trouble throughout the plant with the purpose of encouraging suggestions from employees to overcome the difficulties. In a plant of this size, there are always innumerable possibilities for improvement, and often there is pressing need for better ways of doing things. Through the Suggestion plan, employees have in the past contributed ideas of great value and have been rewarded. Now, a plan has been devised which should expedite the discovery of improvements. Superintendents and foremen are co-operating in listing the problems of their particular departments, thereby giving employees definite information about the needs of the plant. The magazine will publish other lists, similar to the one below, from time to time.

The following needs were pointed out by the Woven Goods Production Division. Suggestions on these subjects should be submitted in the usual method through the Suggestion Boxes.

Broad Goods Weaving: A method to prevent the drawing in of filling on automatic looms. At present many of our automatic looms are not run as automatics owing to the fact that poor quality goods are made when the looms are so run. Hard twist crepe yarns give the most difficulty when used in the magazines of these looms.

Throwing: A method to prevent kinky filling in hard twist yarns, such as 11 thread, 54/58 turns. Recent experiments indicate that a modification of the soaking and steaming processes now in use may help to improve the condition.

Dyeing and Finishing: A means of decreasing the large yardage of goods which it is necessary to classify as imperfect because of the defect known as "chafing." It seems probable that the solution to chafing lies in improvements in methods and machines used in the boiling off and in the dyeing of piece goods. Chafing may be due to mechanical abrasion of the goods on the loom and possibly on shearing machines.

Velvet: The prevention of broken filaments in rayon pile goods. Many pieces of velvet are monthly classed as imperfect because of this trouble. Broken filaments may be present in the rayon yarn when we receive it or may occur in any of the manufacturing operations through which the yarn passes in our mill. These operations are winding, warping, sizing and weaving.

Yarn Dyeing: The reduction of the large number of redyes made necessary by poor matches or uneven dyeing. Redyeing not only means requiring the dyeing operation and consequently doubling the cost of dyeing but also injures the yarn through the additional handling which it is necessary to give it and causes many poor winding lots.

Spinning: The prevention of mixture of stocks which frequently happens. When an employee ties an end of a spun yarn, such as 60/2, lot 180, to an end of 59/2, lot 150, serious results may be expected. One yarn dyes up a different color than another and in the finished goods shows as a thread lighter or darker in color than the rest of the piece.

THESE SUGGESTIONS WON AWARDS

No suggestions are published without the consent of the suggestor and the management.

DURING the month of June five suggestions were accepted and five awards were made, including the following:

Suggestor	Suggestion Relating to:
Fred Zulack Scheduling Division	The softening of hard goods before printing by running them through the tenter in the Preparation Room, instead of the present method involving multiple processes.
John J. Scannell Weaving Department	The discontinuance of the use of remnants of silk from edge spools for tying cuts of cloth and the substitution of cotton string in its place to prevent needless waste of remnant silk.
John J. Scannell Weaving Department	The removal of sixteen idle pulleys to relieve weight on shafting and make it possible to use these pulleys elsewhere.
Guido Georgetti Weaving Department	A simpler method of operating "feeler motion" controlling filling run-outs, which is adaptable to plain Gem Head looms.

"Why couldn't I have suggested such simple improvements?"

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NEW SALES MANAGER FOR CRAVATS

GUY W. HUNTER has been appointed Sales Manager of the Cravat Department, with headquarters at the New York store, succeeding J. Clarke Baker, who resigned to take advantage of an opportunity with another concern August 1.

Mr. Hunter has been in the service of the Company since 1921. He was a cravat salesman for the southeastern territory, covering the Carolinas, Georgia, Florida and Alabama from 1921 to 1928. During the past two years he has been assistant sales manager and has had charge of the New York City sales.

The office of the Sales Manager of the Cravat Department will be transferred from the mill to the New York store.

Tedford Describes Cravat Manufacture

Tells Works Council How Machine And Hand Sewn Ties Are Made

ALBERT TEDFORD, superintendent of the Cravat Department, spoke on "Cravat Manufacture" at the monthly meeting of the Works Council in the Executive office July 21st. He illustrated the talk with exhibits showing, in the various stages of manufacture, three types of cravat made by the Company, the machine sewn, the hand tailored and the "bat," or bow shaped tie. New fall cravats, some made of Cheney fabrics, and others of the "De Luxe" fabrics specially imported for Cheney cravats, were passed among the members for examination of the structure of the ties.

The fall line of Cheney cravats, Mr. Tedford said, will contain 390 designs carried out in seven shapes and numerous color combinations. John J. Dahne, whose headquarters are at the New York office, is in charge of the selecting of cravat designs and shapes. Once a model has been decided upon, the Product Origination Department has sample ties made up according to specifications. Standards are then established for the new product and a route card is made out listing the operations through which the cravat will go. This card is attached to the material from which the ties are to be made when it is laid out for the cutter, and the card accompanies the lot all through the process of manufacture.

Mr. Tedford described the successive operations as follows:

Folding and Cutting: The material is folded from 30 to 45 layers high, depending upon the type of fabric, in length sufficient to cut [illegible] The [illegible]

[illegible] sorted, the two sections being put together.

Hemming and Seaming: The ties next go to the sewing machines where operators hem the two ends, putting in the Cheney Cravat label on the small end. This hemming is done firmly with twelve or more stitches to the inch according to the type of material. The hemmer also makes the diagonal seam at the neck, joining the two sections of the tie.

Seam Pressing: In this operation, the edges of the neck joining are sometimes pressed flat together at the same side. When the material is heavy — and also when a hand tailored tie is being made — the seam is pressed open. This gives a smoother effect. In some cases the entire cravat is pressed at this stage.

Up to this point, machine and hand tailored ties are treated practically alike. Now the two methods diverge.

Machine Made Tie

Operating: The machine made tie is sewed in tubular shape inside out, with a bias tape binding the seams and giving body to the tie.

Turning and Lining: In the next process, the operator turns the tie right side out, at the same time pulling a lining in. This lining is tacked to the tie at the center.

Pressing and Inspection: The tie is pressed over a form which prevents a too flattened appearance, and, finally, is inspected.

Hand Tailored Tie

[illegible]*ing, Folding and Pinning:* After [illegible]ck seam of the cravat has been [illegible] open, a lining is laid inside [illegible]e cravat is then folded in shape [illegible]he form and pinned.

[illegible]*titching:* The slipstitcher hand [illegible]he pinned joining so that no [illegible] shows on either side. She also [illegible] the lining to the inside of the [illegible]ric. Allowing an extra inch of [illegible] at each end of her seam, she [illegible]osely so that the tie will have [illegible] The hand made tie holds its [illegible]more firmly than the machine sewn because the lining is tacked all along its length, instead of at the center alone.

An extra operation is required for the "De Luxe" cravats, on which an extra label is sewed by hand.

Inspection: The finished article undergoes a last inspection and is classed as a "first" or a "second". Some defective ties are repaired. The defects are classified and statistics of them are kept.

The Cheney tailored "bat," shaped to be tied into a bow, has a lining cut in the same shape as the cravat material. The two are sewed together by machine and the tie is then turned right side out.

In comparing the machine and hand sewn types of cravat, Mr. Tedford pointed out that the machine does the sewing operation about eight times as fast as the hand operation.

In response to a question, it was brought out that probably no other cravat manufacturer also manufactures the fabric of which the cravats are made.

Frank Cheney, Jr., presided and introduced the speaker. Minutes of the preceding monthly meeting and also of a special meeting held July 2nd, to announce and discuss with the Works Council the shut-down in the Dressing Mill were read by U. J. Lupien, secretary of the Council, and approved.

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FOR VACATION SUCCESS

ALTHOUGH typhoid fever has rapidly diminished since the first use of typhoid vaccine, there were 26,000 cases with 5,700 deaths last year. This seems a sufficiently good reason why we should take no chance while on vacation and subject ourselves to the dangers of drinking water from various unknown sources, but should take the typhoid vaccine before our vacation starts. Its effects last two to three years and the procedure in itself is so simple, while the disease is so serious, that it should appeal to the common sense of everyone to be vaccinated.

Your Works Council Representatives

ALBERT BEHREND

A thirty-year employee, Mr. Behrend represents clerical workers, storekeepers, and the Industrial Relations and Product Origination Divisions. He has been on the Council two years and is a member of its Planning Committee.

NELLIE ROCK

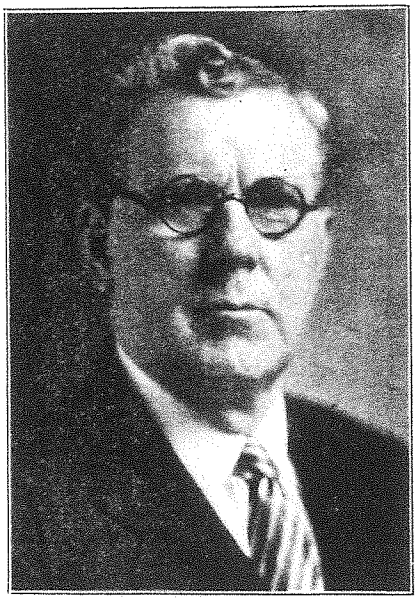
An employee for thirty-four years, Council member for two years, and member of the Safety and Sanitation Committee, Miss Rock represents the Velvet Mill Warping, Winding, Quilling and Finishing rooms. She is a warper.

ROY NORRIS

Mr. Norris, member of the Editorial Committee of Cheney Silk News, is a timestudy man with seven years in the employ. He is a delegate of clerical workers, storekeepers, and the Industrial Relations and Product Origination Divisions.

WILLIAM HARSS

Mr. Harss, one of the representatives of the Broad Goods Weaving Mill, is the delegate of the Beaming, Twisting and Inspection groups. He is a hand twister who has been in the employ eighteen years.



JOSEPH LYTTLE

A representative now in his fourth term and a member of the Safety and Sanitation Committee, Mr. Lyttle has a service record of thirty-two years. He is a dye machine operator in the Yarn Dyeing Department.

GEORGE HAHN

Mr. Hahn is spokesman for the Weaving, Loomfixing and Twisting groups of the Velvet Mill. He is a hand twister with a nineteen year service record. This is his second year on the Council.

What's Happening in Departmental Meetings

Auxiliary Division

A VARIETY of subjects were discussed at the regular meeting of the Auxiliary Division Departmental Works Council in the Manager's office, July 10th.

The number of cases now made in the Carpenter Shop is so small that the standard conditions necessary for bonus operation are not readily maintained. This situation has affected the delivery of lumber and supplies to a point where it has been difficult to make bonus on cases. Since bonus operation has become, through very small production, uneconomical and inadvisable for all concerned, it was decided that this work would be removed from the bonus system.

Stephen C. Hale, head of the Division, continued last month's discussion on the availability of work, particularly as it affects the Outside Labor Department. The policy of taking care of employees in the best manner possible was gone over as in previous meetings.

In order to keep down the number of preventable accidents in the Auxiliary Division, a special drive by foremen and superintendents has been under way for some time. Employees do not always use goggles and other safeguards provided for their protection. Where warnings have not secured the necessary observance of safety rules, disciplinary action such as lay-off has been resorted to.

It was requested that notices be posted whenever new rules regarding discipline or shop practice are made. Mr. Hale pointed out that the safety rules are not new, but were drawn up and posted on all bulletin boards some time ago. He stated that it would be impossible to post notices every time disciplina[illegible] that it would [illegible] and supe[illegible] ters with [illegible] represent[illegible] change [illegible] cided up[illegible]

Emph[illegible] that enf[illegible] course, h[illegible] tial mar[illegible] sponsibil[illegible] tendents [illegible] in particular cases according to the individual merits of the cases.

Mr. Hale agreed to have posted on the bulletin boards notices of changes in shop procedure or routine when such changes affect a considerable number of employees, and therefore are deemed important enough for such action.

Throwing, Winding and Spooling

THE Throwing, Winding and Spooling representatives met with R. O. Cheney presiding at the Main Office, July 8th. Mr. Cheney reported that since experiments are still being made on a new method of handling warp singles in winding, no further action has been taken upon the size of this job.

Further investigation is being held on time allowance for starting up and running out machines in Winding and Spooling.

Mr. Cheney reported that the matter of installing an electric fan at the east end of the Winding and Spooling room has been considered, at the request of an employee representative. It was thought that the disadvantages of such an installation would overcome the advantages, in that the fan would cause a draft which would interfere with loose ends in winding. The matter is still being considered.

In response to the request of an employee representative for benches in the hallway near the Winding and Spooling room, inquiry was made and it was found that benches in the direct hallway would inconvenience trucking. After a general discussion, it was decided to have two benches installed in a space west of the elevator where trucking will not be interfered with.

One personal grievance was discussed and the condition will be investigated. One group grievance was mentioned and the reason for the change out of which the complaint arose was satisfactorily explained.

Velvet Mill

AT a meeting of the Velvet Mill Works Council, July 16th, representatives reported that they had no questions or grievances to bring before the meeting.

It was reported that the outlook for the velvet business in general remains about the same as explained at the previous meeting. However, small but encouraging orders for quick delivery have been received for millinery velvets, which would indicate that this type of goods will have a future for the 1931 season. As yet, a working schedule has not been arranged to meet the delivery dates of recent orders. Projects for a new line of Organzine Millinery Velvets for the coming season have been laid out and will be woven immediately. It is hoped that some pieces of these qualities may be delivered for the late 1930 business so that they may be established with the trade before the season of 1931.

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TENNIS TOURNAMENT IN SEPTEMBER

TENNIS schedules of the Girls' Athletic Association will continue through August, and early in September an elimination tournament will be held. Prizes for the winner and runner-up will be presented at the annual Harvest supper, which will serve double duty this year in ending the tennis season and initiating the bowling program. Girls should notify the tennis vice-president, Alice Paradis, a week before they go on vacation so they will not be scheduled to play.

Tennis coaches are Henry McCann, "Mac" MacDonald, George Hunt, George Elliott, Harry White, Thomas Hawley, Milton Harris, Mildred Wright, Arthur Graff, George Rowsell and Ty Holland.

The week-end parties have been so successful that tentative plans have been made for a third in September. Sixteen girls enjoyed the trip to Watch Hill, July 19th and 20th, and seventeen girls went to Elm Camp, Moodus, in June. If you are interested in a September week-end party, tell your director.

Compensation

Old Plan of S[illegible]
Neither Employer [illegible]

IN the early days of industry, owner and employer frequently worked at a bench together. This close daily relationship between employer and employee existed, for example, when the Cheney plant was being established and the owners worked at machines.

Under such intimate conditions of employment, characteristic of industry as a whole, a set of customs for dealing with accident cases was established. While industries were small, this customary method was fair both to employer and employed, but when industries grew and single companies began to employ thousands, the old policy of accident compensation became unworkable and it was increasingly difficult for the employee to obtain redress in case of injury. It was to correct this condition that the Connecticut Workmen's Compensation Act was passed in 1913.

WHEN, before the enactment of the Workmen's Compensation Act, an employee brought a case to court, the cost of paying lawyers and claims agents was usually greater than the amount of legal damages finally reimbursed to him. This situation was true in a general way of industry and commerce at large.

Employers would not as a rule, and were not obliged by law, to pay damages in any case where it could be shown that

1. The injured person had in any way contributed to the injury,

2. A fellow employee had in any way contributed to the injury, or

3. The injury could be traced to a risk inherent in what was called the "hazard of the trade."

The employer had still another recourse. When the above three defenses could be eliminated — and it could be shown that neither the injured employee nor another worker was to be blamed and that the injury was not due to a risk inherent in the trade, the injured person had also to prove that the accident involved positive negligence on the part of the employer.

From the point of view of the employee, then, the system was unsatisfactory because he could not recover compensation for an accident that was only partially his fault, or that was entirely the fault of another employee, and because he seldom received a satisfactory sum. For the employer the plan was profitless because it was expensive, it did not produce happy relations with the employed, and it did not help to restore the injured person to good working condition.

The system of legal damages had simply become obsolete.

WHILE the situation described above was characteristic of industry as a whole, a different condition existed at Cheney Brothers' plant. It can be said to the credit of the Company that previous to the enactment of the Workmen's Compensation Act, it had never paid a lawyer's fee for the settlement of damages in any case of injury; it had never paid a claims agent and had never taken a case to court.

Before 1910, each case of injury was considered on the basis of the individual's needs, rather than upon the basis of the amount of his wages. An employee received assistance without appealing to legal aids, and the fact that no employee of the Company ever took a case to court indicates that on the whole the settlements were reasonable and just.

Then, in 1910, Cheney Brothers outlined a system of dealing with work injuries through the Benefit Association, and it was the liberality of this method which later led to a special act of legislature under which the trustees of the Benefit Association administer the settlement of work injuries, and these cases do not come before the state's Compensation Commissioner, except under an arbitration agreement.

The Company, therefore, had instituted a definitely outlined compensation plan of its own three years before the passing of the state compensation act. The Cheney plan had provisions which were, and still are, more liberal than those of the act.

[illegible] In [illegible] issue of this News the [illegible] Workmen's Compensation Act and Cheney Brothers' method of paying compensation will be described in detail.

* * *

MORE QUESTIONS

QUESTION: When employees are laid off temporarily due to lack of work and not through fault of their own, may they continue to pay dues in the Benefit Association and retain their membership?

Answer: Any member temporarily relieved from service may keep his membership by paying monthly contributions in advance, but not for a period longer than 90 days. During the 90-day period, he is entitled to the same sick and death benefits which he was allowed when in the employ. If he returns to the employ within 12 months of the lay-off, he may be reinstated on his original basis. See Art. III, Sec. 5, Benefit Association By-Laws.

QUESTION: Is it possible for a member of the Benefit Association to obtain sick benefits and accident compensation at the same time?

Answer: Yes, under one condition. According to Article VIII, Section 2, By-Laws of Benefit Association, a member who is receiving legal compensation for permanent partial disability or dismemberment, may become eligible for sick benefits after resuming work and while still receiving compensation. Under all other conditions, the employee may not receive sick benefits and compensation at the same time. Cheney Brothers are required by law to provide compensation for disability arising out of employment. The Benefit Association funds, on the other hand, are devoted to disabilities caused outside of work and these funds cannot be used in cases where the responsibility rests upon Cheney Brothers alone.

Yarn Operations End at the Loom

Weave Room Equipment Represents Largest Machine Investment In Plant

WHILE the warp is being prepared, the filling is also being made ready and the two types of material meet at the loom. Cheney looms produce fabrics which may roughly be divided into three groups, dress goods, upholsteries and velvets. The special manner of weaving the two latter types will be described in later articles.

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QUILLING, which is in charge of Bert Moseley at the Broad Goods Mill, is the winding of filling yarns on shuttle bobbins, or quills. Quills are long narrow bobbins with one tapering end off which the yarn runs as the shuttle moves to and fro in the loom. In the winding of quills, the yarn is put on with a traverse motion, as in winding and throwing operations.

The constancy of filling tension in shuttle yarns is extremely necessary to good quality, and therefore the proper preparation of quills is a matter of first importance. The operator must be neat and precise, turning out quills that are neither too hard nor too soft, too full nor too scant. Any of these conditions may cause trouble in the loom. Not only must the operator watch her work very carefully, but also the machine itself must be constantly checked and adjusted.

The number of spindles each operator is required to run varies with the type of machine, the type of yarn, the size of the quill and the speed of the machine.

THE yarn operations which have been described converge at the loom. Here the yarn is actually [illegible] ng [illegible] act [illegible] he [illegible] ng [illegible] or- [illegible] e- [illegible] he [illegible] he [illegible] a [illegible] ed [illegible] e- [illegible] e-

quirements of this machine and the rate of its production.

Looms, which occupy about 13 per cent of the floor space of the plant, represent the largest machine investment in the mills. Although a single loom, costing from about $700 for a standard dress goods box loom to nearly $2,000 for a wide upholstery loom equipped with head and harness, does not involve a vast expenditure, the great number of looms necessary to produce Cheney fabrics multiplies the unit cost into immense sums.

On The Cover

A view down one of the three double rows of box looms in W1A, weave room in the Broad Goods Weaving Mill, shows Joseph Falkoski and William Crawford (rear) working on multiple loom jobs.

The operation of weaving itself has not changed fundamentally since the days of the hand loom. No one has been able radically to simplify or change the process of interweaving warp and weft. Improvements in the loom have been mainly in the line of increasing speed or bettering details and it is likely that the machine will remain essentially the same so long as fabrics are woven.

In weaving, the warp passes from a beam through a harness which lifts and lowers the warp threads forming a "shed" through which the shuttle flies. As the filling is laid down, the reed, moving to and fro, packs it firmly into the cloth. The type of weave or design, if any, is determined by the manner in which the threads are drawn through the harness and the order in which the shafts are raised and lowered. In the majority of dress goods commissions, plain weaving — in which the threads cross alternately — is used.

IN each weave room, in addition to the foreman, the personnel includes weavers, loom adjustors, smash-piecers, oilers and filling supply help. Each group has its definitely outlined task.

After the twister or drawer-in has completed the preparation of the warp in the harness, the loom adjustor or loomfixer puts the machine in condition for the weaver to begin producing. Although the weaver must be familiar with the machine which he operates, he is not expected to mend, alter or adjust it. This is the loom adjustor's job.

When the loom adjustor has prepared the machine in which a new warp is being started, the weaver takes over supervision of the machine. He changes shuttles by hand, unless he is working on an automatic loom, mends breaks in the warp and filling, and exhibits his skill both by speed and by his ability properly to start up the loom after a break has been mended. The cloth he makes is measured and he is paid, besides his day pay, a bonus for the achievement of his task, and in addition a premium for good quality.

Weaving jobs are divided into several classes according to the type of loom and the degree of difficulty encountered in the weaving of different fabrics. Weavers on Cheney fabrics handle from one to twelve looms, the number being determined by the type of goods, the size of the loom and the presence or lack of automatic devices to stop the loom in the event of warp or filling breaks.

Breaks of a few ends and sometimes of several ends are mended by the weaver. A rent of larger size is termed a "smash" and is repaired by the smashpiecer whose particular job it is to do this delicate work.

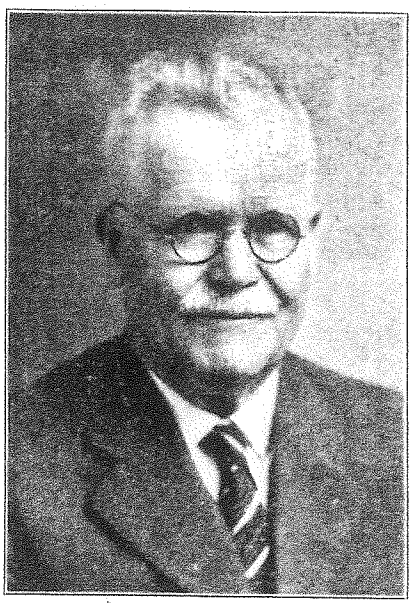
When the weaver nears the end of his warp, he leaves some silk in the harness so that a new warp may be joined to it.

In the Broad Goods Department there are six weave rooms, two of which are in the north wing of the Cravat Mill. In these six rooms is produced a truly marvelous variety of materials. The main lines of fabrics are crepes, cantons, chiffons, georgettes, Shantung, radium, flat crepes, and satins. Under most of these types, scores of varying weaves and weights are made.

They Gave 130 Years of Service

AMANDUS FREBERG

Mr. Freberg, who is 72, was pensioned August 1 after being in the employ continuously for nearly forty-three years. He was a moveman at the Yarn Dyehouse, and had formerly worked on tin weighting. His home is at 82 Pine Street.



JAMES EGAN

After completing a continuous service record of fifty years and five months, Mr. Egan received a pension August 1. He was foreman in the picker room of the Dressing Department. He is 73 and resides at 22 West Center Street.

WILLIAM PRIESS

An employee with thirty-eight years' service, Mr. Priess, 67, received a pension effective July 1. He first worked for Cheney Brothers in November, 1889, and has been employed almost continuously since as a dryer in the Dressing Department.

(Continued from page 11)

Joseph Leary is foreman of W1A where taffetas, crepes, Shantung and materials for men's wear and cravats are woven. In W1B, where George Johnson is foreman, decorative taffetas, radium, brilliants and crepes are made. John Wright, head of W2A, supervises production of upholstery Jacquard work and taffetas, as well as crepes and marquesettes. In W2B, Michael Donahue is in charge of looms for Shantung, crepes and embroidered goods. Voiles and parachute cloth are made in R1A, with Hope Williams in charge. Isaac Proctor's room, R1B, is devoted to crepes.