

C H E N E Y S I L K N E W S

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SUN BRONZED, SEEKING HEALTH

Sanatorium Kiddies Find Greatest Joy When "Comp'ny Comes"—Cheney Employees Pay Visit

By Miss Maude White, Head Nurse

"COMP'NY'S comin'!" Do you remember when as a freckle-faced, warty-handed lout of ten years, or as a demure gingham-gowned, pig-tailed miss of eleven, you thrilled at those words and their implications? Do you remember the shivers of pleasure and anticipation when you were told that "Comp'ny's comin'" in the person of some favorite or particular friend of the family? Do you remember the frantic scurrying around, the painstaking cleaning of the spare room, the lovely smells from the kitchen, where

"Mom" with flushed face and flurried air was rushed to death, yet found time to scrub the grime from your neck, or take the "tangle" from your braid? Do you remember the anticipation; how it seemed as though the day would never come; and you wondered how the "Comp'ny" would look, what the "Comp'ny" would say; and greatest expectation of all, what the "Comp'ny" would bring?



If you do remember—and who doesn't—then you can have some understanding and appreciation of what "Comp'ny's comin'" means to Undercliff.

True, there are certain details which are lacking in a children's sanatorium, and the picture differs because the youngster is away from home and is expecting his parents or near relatives to visit and be his "Comp'ny" in his temporary abode. But the anticipation is keener, and the greeting more joyful here because of the different situation.

To an onlooker, Visitors' Day, which comes every Sunday, is always full of incidents that are infinitely touching.

Come with me this bright September Sunday and look around a bit. Scattered along the billowing breast of the Meriden end of the Hanging Hills and nestling beneath their smiling height is an array of white buildings, the Sanatorium home for two hundred tuberculous children. In every building this morning, there is an air of eager expectancy. Little groups of youngsters with bodies beautifully browned by the sun are gravely discussing their "Comp'ny"—and you will note that they refer to "My comp'ny" and but rarely say "My Father" or "My Mother". Why, I don't know—they just do.

The center of attraction for all eyes is the white road far below, which winds its way down toward Meriden. Suddenly an alert miss on the upper porch spies a trudging figure or a speeding taxi, and a shrill cry goes up: "Comp'ny's comin'!"

In a few hours the road is dotted with figures; everywhere there are parked automobiles; the wards and sitting rooms have little family groups clustered here and yon.

We stand in the ward. Little Rose, who lives in the third bed, has improved greatly in the six months since she came. Her full cheeks, glowing skin, and bright eyes all indicate returning health. Because of illness her mother could not visit Rose for three weeks, and each Sunday has been a bitter disappointment. But today as the child anxiously scans those coming through the doorway, she spies a familiar figure.



Laden with bundles, face beaming with joy, the little mother rushes in, scatters her precious gifts over the floor, and loses herself in the ecstasy of enfolding her child in her arms. And then the murmurings, the little mother cluckings, the delighted amazement at Rose's improvement, Rose's con-

scious pride in herself, and the supreme joy with which she announces to other Roses, Marys, and Annas in nearby beds that "My comp'ny did come."



Elsewhere in the same ward similar reunions are occurring to the accompaniment of happy tears, whisperings, chucklings, and cries of delight as the packages are unwrapped and the treasured gifts are disclosed. Then come the anxious questions and the searching inquiries, and the brave answers, and important little recitals of incidents or the recountal of some unusual event. From group to group moves a white gowned nurse, serene in the excitement, solicitous of her charges, and alert to reassure and inform the "comp'ny" as to the little patients' conditions.

In the older girls' ward we see evidences of preparation in grand style for "comp'ny". Spick and span and comely, with hair newly wayed or bandeaued, nails shining like so many tiny mirrors, these young ladies happily preen themselves before admiring "comp'ny". Here the air is less boisterous, and we discern also a demeanor that expresses an elder and more reasoning delight in the joys of "having comp'ny".

OUT around the grounds "comp'ny" is everywhere in evidence. A stoutish man with bulging pockets pants up the hill to the building occupied by convalescent small boys. "Where my keeds?" he demands. A wiry, olive complexioned young gentleman of 8, obviously a chip of the old block, suddenly takes wings and hurls himself at the stoutish man's more prominent portion. Luckily he is caught by one stalwart arm, while the other is actively engaged in clasping a blond young gentleman of 8 who has flown at him from another quarter.

DEPRESSION IS WORLD WIDE CONDITION

Howell Cheney Describes Disastrous Result of Governmental Efforts to Hold High Prices

Enlightenment on many of the conditions surrounding business depression was given by Howell Cheney, head of the Industrial Relations Division, in a talk before the Works Council at its monthly meeting in the Executive Office November 17. Mr. Cheney expressed the belief that one man's guess is as good as another's when the questions are asked: How long will the depression last? and Has the lowest point been reached?

Although we face the existence of a business depression, we see certain powerful factors which should be resulting in immense productivity. "There never has been a time when conditions were so favorable for the prospering of business. The countries of the world are rich with raw materials. Their present industrial equipment has never been surpassed. An overabundance of capital has become a drug on the market. Credit has never been obtained so reasonably.

"In the history of this country there has never been a larger supply of labor than exists today. And this army of workers is not only skilled to work, but is ready and eager to work. It is notable that the past months of depressive conditions have been free from industrial strife. Labor has cooperated with capital in striving to induce happier conditions.

"Why does the indubitable fact remain, then, that with ample raw materials, labor, equipment and capital — an enormous possibility of productivity — we still have sick business?

"**T**HERE are many of you who conclude that it must be the fault of management. Employees feel particularly that present conditions are attributable to what they call 'the system'. 'Before we had the system,' they say, 'Cheney Brothers made money. Now that we have the system, business slumps. Therefore it must be the fault of the system'.

"The only flaw in this point of view is that it overlooks the fact that not only Cheney Brothers and Manchester, but the whole country and the whole civilized world are suffer-

ing from this lack of blood in the veins of business. Thousands of establishments — and it makes no difference what kind of system they happen to have — are going through the same difficulties.

"Cheney Brothers, as a matter of fact, have fared better than the average among manufacturing industries of the United States. A bulletin issued by the Department of Labor says that during the year from Sept. 30, 1929, to Sept. 30, 1930, the

On The Cover

Charles Ecabert prepares to lower silk cloth, still "in the gum", into a vat containing the boil-off preparation.

number employed in the manufacturing industries of the country fell by 19.7% and that the national industrial payroll was decreased 27.7%. All regions of the country show this decline in the number employed and an even greater falling off in the amount earned.

"In the textile industries as a whole, employment decreased 17.7% and the payroll dropped 24.7%.

"The silk industry, hit more severely than the average in the textile field, was compelled to drop 22.3% of its employees and to decrease its payroll 30.2%.

"With these figures, compare what has happened at Cheney Brothers. The number of employees has decreased by 19.6%, and the payroll has dropped 27%. It is evident therefore that Cheney Brothers are 3% better off than the average of the silk industries of the country both in reference to the number employed and in reference to the amount earned. They are a fraction better off than the manufacturing industries as a whole.

"These figures indicate that Cheney Brothers have more than held their own during the scarcity of business.

A World Condition

"**B**UT further than this we must take notice of the fact that the depression is not even limited to nation wide scope. It is world wide. Graphs showing the stock levels in all the leading countries during the past year and a half reveal that each has experienced a crash similar to the one experienced in this country in October, 1929. The only difference between the situation in this country and elsewhere is that here the crash was delayed longer and when it came stock prices crumbled more rapidly.

"I wish to point out, however, that I do not consider the fluctuations of the market as anything more than an indication of economic unrest resulting from deeper causes. The stock crash can in no way be considered a cause, but only an indication of a disease. Trading in the market does not alter basic values, but merely changes commodities from one pocket to another.

"The difficulties reflected in the descending stock prices of all countries were deep-lying and no country has been exempt. Germany's difficulties are political rather than economic. England has been through an exceedingly trying summer and fall. The Colonial conference which she recently held was an attempt to restore some degree of industrial solidity to her dependents without impairing the markets of the mother country. Every country in South America has had its revolution. India is in a ferment of unrest, struggling to maintain boycotts against English made goods. China is equally in turmoil and thousands of her people are starving. Australia's wheat problem is still to be solved and Russia strives to gather capital for her immense industrial projects by shipping millions of tons of wheat while part of her population starves.

"Every newspaper you pick up tells the same story throughout the civilized world.

Continued on next page

BUSINESS DEPRESSIONS

Continued from Page 3

“WHAT are the causes of these conditions? It is a brave man who would essay an answer with any claim of final authority. I only offer my own opinion, which happens to be that also of some of the leading financiers.

“The present depression has one characteristic which differentiates it from all business depressions that have existed in the past. This outstanding feature is the fall in the prices of the basic raw materials, a decline that has been going on for the past eighteen months.

“In all other depression cycles the chief characteristic has been an attempt to eliminate a false monetary or credit standard. The currency depressions of our early history were of this type. There was the Jacksonian collapse of 1837 after the banks had issued paper money without security, and the currency depression following the Civil War when costs in paper money went up enormously, and the silver depression of 1893. The cause of these depressions was a false yardstick, money being the yardstick, and this cause is obvious and easy to understand. Stringency of credit brought about the 1907 depression when again progress was halted.

“But today currency is sound and credit is ample. We look elsewhere for the trouble.

The War Boom

“WE come now to conditions resulting from the war which have contributed to today's distress. A shortage of labor resulted and wages shot upwards. A shortage of goods resulted and the price of commodities mounted. When the emergency situation was over, both wages and prices should have dropped to normal; but this did not, or was not allowed, to happen.

“In consequence, abnormal wages and abnormal prices were carried along. The prices of 1923 showed an effort to liquidate the artificial values created by the war. The 1923 crisis brought conditions as low as, and extended over a longer period than has so far been experienced in the current depression.

“Through 1926 and 1927, business proceeded at a fairly normal rate and 1928 and 1929 were boom years. The

fall of raw material prices beginning in 1928 gave warning of what was to happen. Attempts were made in various countries to ‘peg’, or keep up, the price of the important raw materials. These attempts were unsuccessful, as must always be the case when governments try to fix the price of any basic raw material.

“Silver in China, India, Mexico, South America . . . tin in Bolivia . . . wheat in the United States, Australia, Russia and South America . . . corn, rubber, copper, coffee, sugar, cotton and silk . . . in every case an attempt was made to hold an artificially high price. Consumption was slowed up; enormous accumulations of raw materials tied up capital which therefore could not be reinvested in production; the purchasing power of the nations decreased; finally it became imperative to unload the masses of raw material with the result that the prices of these materials crashed to a very low level.

“Great stocks of commodities flooded the world and could be obtained at prices below what it had cost to produce them. This happened in the case of silk, which dropped from more than \$5 to \$2.30 per pound. These vast stores of raw material have not yet been disposed of.

“THE present situation, then, is accentuated by this effort to ‘peg’ prices and by the consequent fall. It is especially accentuated by the fall in the price of silver, a phenomenon made serious by the fact that some countries are on a silver monetary basis. It is also accentuated possibly by speculation, although the latter must be regarded as a symptom of the disease rather than as the cause.

“In the silk industry, a further element has accentuated the depression and this factor is particularly important to us here in South Manchester. This is the effect of a style change, the decrease in the demand for velvets. Velvets formerly made use of great quantities of spun silk yarns and this consumption kept busy the Spinning and Dressing Mills.

Answers Questions

“You will ask what are we doing to alleviate the suffering which conditions have caused in our industry and in our town. First, we have in every case where it has been possible

laid off married women who have other means of support. Secondly, we have distributed the family incomes, releasing some members of families in which others are working. Thirdly, we have eliminated unnecessary expenses and are continuing to do this. Fourthly, we are making continual efforts to devise additional products and new styles, which will make possible an increase in output. In this problem of alleviating conditions, we welcome the assistance of any of our employees who have suggestions to offer.

“How long will it last? Nobody knows and I cannot presume to predict. Some say that the turn is just around the corner, others that it has already been reached. But nobody knows.

“Will there be a fall in wages? The radical drop that has been taking place in the price of commodities leads many to consider the possibility of a wage readjustment. The politicians like to say that wages will not drop, that such a turn of events will be averted at all costs, and that the higher standard of living achieved since the war need not be relinquished. What the politician neglects to point out, however, is that a change in monetary wages does not necessarily mean a change in real wages, or in the standard of living. The worker knows better than anyone else that his real wages are not the number of dollars and cents on his pay check, but the things his money can buy. Therefore if prices continue to drop it will be possible to maintain the same buying power with a general reduction in wages.

“The Company pledges you that it will exert all the ingenuity of which it is capable and will exercise every resource of management to restore prospering conditions.”

Wood Available For Employees

EMPLOYEES who wish to arrange for the cutting of wood on the premises of the Company, in quantities reasonable for their personal use, may do so by applying to Arthur W. Bendall, superintendent of the Benefit Association, and stating the amount they require. The Company will arrange delivery of the wood and will pay the cost of transportation.

WONDERING WON'T FIND THE ANSWER

SOME people just go on wondering about things without ever bothering to find out the answer. They wonder why some one else gets more pay than they do. They wonder why they are laid off and the man on the next machine is not. They talk it over with their friends, but are never satisfied and keep on wondering. Cheney Silk News has arranged a plan whereby employees may ask questions and get an answer in the plant magazine. They are not required to sign their names to these questions, so there is no need for them to feel timid about expressing their doubts and uncertainties.

The questions may be written on blanks which will be found in the Suggestion Boxes. The blanks are then to be put in the Suggestion Boxes addressed to the Employee Chairman, Works Council. The chairman with employee members of the Editorial Committee of the plant magazine will look over the questions and select the queries which they think should be referred to the full Editorial Committee to consider for publication in the magazine. It will be the function of the employee group which inspects the questions to discard those which obviously have no sincere and serious purpose.

Question blanks and envelopes addressed to the Employee Chairman, Works Council, will be found in the Suggestion Boxes.

GET-TOGETHER CLUB WILL ELECT SOON

HOWELL CHENEY repeated for the Get-Together Club at its November 18 meeting the discussion of "Business Depressions" which is published in this issue in the account of the monthly Works Council meeting. The talk followed a turkey dinner served in Cheney Hall restaurant and an entertainment arranged by Arthur Larder of the Cravat Department, which was in charge of the meeting.

At the business session an election committee was named to submit a report at the December 16 meeting, in preparation for annual balloting in January. On the election committee are Herbert Ingham, chairman, R. C. Pillsbury, U. J. Lupien, Hamilton Metcalf, Jr., Carl Bengs, Edward F.

Taylor, John Kletzle, Charles Staye and Sidney Elliott. Richard Johnson won an attendance prize.

The entertainment consisted of songs and jokes announced in radio style by Eve Armstrong. In her troupe were Mary Beccio, Lillian Pentland, Nellie Haggart, Helen Gustafson and Cecelia Dion. Alice Scott, Lily Corder and Arthur Larder sang solos and Miss Scott also played piano accompaniments. Mrs. David Wilson accompanied Miss Scott.

The Weaving Mill, with D. Crombie Donaldson as chairman, will have charge of the December 16 meeting.

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"Comp'ny's Comin'"

Continued from Page 2

"How does it happen," you inquire, "that one of his boys is blond and the other a decided brunette?" Very simple. His swarthy son, soon to be discharged as cured, pointed out to him the blond, an orphan, who had no regular "comp'ny", and thereafter every Sunday the stoutish man has been "comp'ny" to two adoring boys. And also every Sunday he makes the rounds and interviews each of the twenty-four small boys in the build-

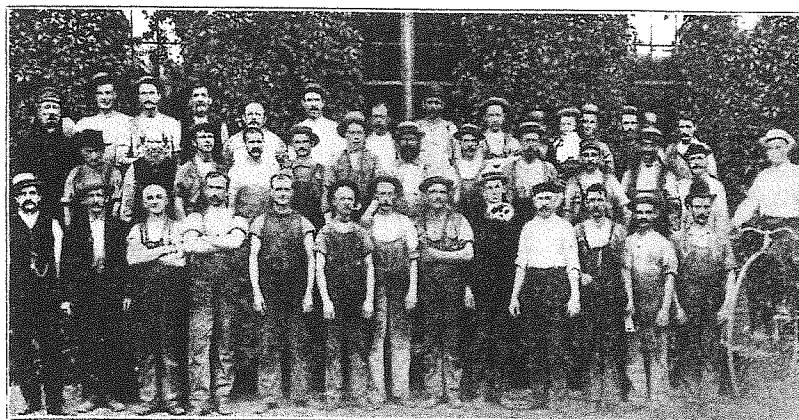
ing, and puts this question: "Your comp'ny come?" If he receives a negative answer he dives into a pocket, fishes out a lollypop and delivers it to the unfortunate youngster with the remark, "Never mind, he come next week."

On a recent Sunday afternoon our "comp'ny" at Undercliff was of a somewhat different type; for we were much delighted to have a visitation from South Manchester. This group, representative of Cheney Brothers and the Tuberculosis and Cancer Free Bed Fund Association, consisted of Arthur Keating, Arthur G. Bronkie, Robert Fryer, Arthur Bendall, Mrs. Helen Darling, Miss Marion Lockwood and Miss Ruth Hanson.

We were much delighted to have them call and visit us and our Sun Kiddies. They spent some time viewing our new and modern X-ray department, and inspected our one hundred bed infirmary building which is nearing completion. They looked over our kitchen and dining rooms, our school building, and the convalescent buildings.

We look forward to renewing acquaintance with the same group next year and with any others who may find it possible to accompany them.

Four Are Still With Us



The Machine Shop gang of 43 years ago shows that styles in working clothes haven't changed much. At the time of the picture the Machine Shop was on the site of the Broad Goods Warehouse and was later burned down. The picture is the property of Ernest Lundine, one of the four men in the photograph who are still with the Machine Shop. Their names are printed in capitals below.

Front row, left to right: Walter Saunders, Peter Hauser, Patrick Foley, John Hickey, Frank Abby, Ernest Sault, Gustave Lundine, Alfred Johnson, Arthur Norton, James Fellows (foreman), Ward Hollister, JUDSON COBB, Oscar Lyme.

Second row: Alex Lahar, Fred Kutcher, Arthur Sault, FRANK SAUNDERS, John Bentley, ERNEST LUNDINE, Ed Brink, Jean Sault, Patrick Woods, Frank Miner, Ed Dunn, Billy Saunders, Arthur Hale, timekeeper (on bicycle).

Rear row: Tom Golden, Al Hayes, Albert Waldo, Albert Abby, Louis Bady, Robert Edmunds, Charles Saunders, Sam Ball, PHILLIP JOHNSON, James Saunders, Albert Rundi, Frank Wilkis, William Clark, Joe Bidwell.

HOW A WEAVING TASK IS FIGURED

The Following Explanation of the Procedure for a Specific Job is Published
at the Request of Employee Members of the Editorial Committee

THIS explanation of a weaving timestudy is given in the belief that the worker wants to know how his task is set. He wants more than a few general statements. He needs the actual figures; he needs to follow every step that is taken in the determination of how much work he will be required to do.

Reproduced with this article is the summary sheet of a weaving timestudy showing the figures from which a task was computed October 21 as a special rate for a Jacquard loom. The commission was a new one for which no rate had previously been set.

The study has two main sections, one related to time spent with the loom stopped, the other to time spent with the loom running.

From the first set of data, together with the speed of the loom, can be figured the *amount of production* the weaver should turn out. From both sets of data, the *number of looms* a single weaver can run can be computed. This accounts for the two divisions on the summary sheet.

The figures on the summary sheet showing the number of occurrences and the time consumed are taken from the stop-watch study made by the timestudy man, covering the 500 minutes of a full study. Each individual occurrence is timed to the hundredth part of a minute, so that at the end of the study the timestudy man knows exactly how the operative has spent all his time.

At the left of the summary sheet are listed all warp defects which cause the loom to be stopped. Below these the filling defects are listed, and further on the miscellaneous defects. "Interference", another item under loom stopped time, includes all stoppages due to the fact that the weaver is working on other looms.

The number of times each occurrence takes place and the total time it consumes are noted on the summary sheet. For example during the day on which this study was made, there were no warp breaks in front of the loom (f. l.); there were two warp breaks in the back of the loom (b. l.) requiring 2:35 minutes, which is recorded.

"Standard Times"

FURTHER to the right of the sheet is a column headed "Time Allowed". The times listed under this heading are "standard times", most of which were set years ago and are based upon scores of studies. For example, a standard time of 1.15 minutes has been set for mending a warp break behind the harness. In some cases several hundred studies were made before the standard time was set, and it is therefore felt that the time allowed is fair.

Once a standard time has been set, it is used in the timestudy summary sheet whether the actual time taken by the operator on an individual study is greater or less than the standard time. For example, in this study, the weaver took 2:35 minutes for two warp breaks in back of the loom; but he is allowed only 2:30 minutes, the standard time. Lower in the column, we note that one defect behind the harness required .46 minutes of the weaver's time. The standard time for this occurrence is greater than the time the weaver took, and he is allowed the longer time, .50 minutes.

In cases where no standard time has been set for an occurrence, the operative is usually allowed the time he actually took, as in the cases of seven occurrences under the heading "edges". The weaver consumed 3.62 minutes for this work, and was allowed this time.

Check on Study

Before proceeding further, a check is made on the study. The total stopped time, including interference, is added and the percentage of stopped time during the 500 minutes of the study is figured. This is 10.9%. The loom was running, therefore, 89.1% of the time and should have produced this percentage of the possible production. The possible production is 54,500 picks which would be thrown if the loom could be kept running constantly. Actually 48,500 picks or 89% were thrown, and this figure checks within one tenth of one per cent with the loom running time.

THE second group of facts needed to set the task is listed under Loom Running Time. Here is in-

cluded everything the weaver does while the loom is running. For example there are ten occasions when he works on the warp. There is no standard time for these occurrences, so he is allowed the time he took, 2.78 minutes. For filling the shuttle 47 times, he is allowed the time he took because no standard time has been established for filling automatic loom shuttles. For cutting filling ends 57 times, he is allowed a standard time of .033 minutes per occurrence.

The weaver's "watching" time is included in this group. Standard times have been set for watching the cloth at the reed and roll. These times are established according to classes of fabrics and consist of a constant, which varies with the class of fabric, plus 10% of the warp stopped "time allowed". For watching the shuttles when running, and for watching the shuttle at change, additional allowances are made.

We now have the times allowed for each of the five groups of activity which occupy the weaver. These are the total warp time, the total filling time, and the total miscellaneous time with the loom stopped, work while the loom is running and watching time while the loom is running.

We are ready now to begin to figure the task. The task arrived at is independent of the speed of the individual weaver for the following reasons: First, standard times are used for all breaks, defects, etc.; second, standard time allowance is made for interference; third, the number of occurrences is reduced to a per thousand pick basis.

Figuring the Task

The total time for each of the five groups is divided by the number of thousands of picks thrown during the study. The results are added together to obtain the total work per thousand picks, which is 1.74 minutes, including both stopped and running time.

The total stopped time per thousand picks was 1.01 minutes. This, added to the machine time, which is 9.09 minutes per thousand picks, gives the total time necessary to throw the thousand picks, a total of 10.10

Timestudy Sheet Taken From Records

JOB STUDY		COM. 8284	DEPT. W2A	ARTICLE 24 Neck Wear Cloth (dbl. Wd) Cotton Rayon	DATE STUDIED 10-20-30	EFFECTIVE DATE 10-21-30
LOOM NO. 1076	WARP NO. 3107	WEAVER J. Vennart		TASK SETTER G. Reideman		
DESCRIPTION OF JOB		TYPE LOOM 68" Jac. Plain	ACTUAL SPEED 109	STANDARD SPEED 110	NO. SHUTTLES 1	SIZE JOB STUDIED 8/12
WARP 150/24 Viscose-Rayon A		COLOR OR SERIAL 10 Grey	FILLING 2/80 Cotton C.P. 22x14 Turns	PICKS 58		
ENDS 3024-3024	REED 40/3	HARNESSES Jac.	HEDDLES Linen	FALSE REED No	STOP MOTION No	MADE ON Warper
REMARKS "SPECIAL RATE FOR LOOM 1076 - WARP NO. 3107 - STYLE 8345" Warp Sized Sept. 5, 1930 Automatic Quills & Shuttle						

DESCRIPTION	LOOM STOPPED TIME (Standard Allowance Per Occurrence)				LOOM STOPPED TIME (CONTD)			
	NO.	MINS.	NO.	MINS.	NO.	MINS.	NO.	MINS.
ACTUAL WARP BREAKS F. L.								
ACTUAL WARP BREAKS B. L.	2	2 35		1.15	2	2 30		48.500
BREAKS BY WEAVER F. H.								
BREAKS BY WEAVER B. H.								
T. W. WARP BREAKS								
DEFECTS F. H.								
DEFECTS B. H.	1	46		.50	1	50		
TIE BACK								
EDGES	7	3 62	Allow. Own Time	7 3 62				
WARP PICK-OUTS	1	8 00	(per card)	1 10 24				
CARDS PULLED BACK	128			128				
TOTAL WARP		14.43		16.66				
FILLING BREAKS	8	4 09	(per card)	8 5 12				
CARDS PULLED BACK	64			64				
CHANGE SHUTTLE	31	3 16		31 3 72				
SHUTTLE RUN-OUTS	16	8 01		16 10 24				
CARDS PULLED BACK	128			128				
FILLING PICK-OUTS	1	5 76	(per card)	1 16 40				
CARDS PULLED BACK	80			80				
SUMMARY OF TIMES								
TOTAL FILLING		21.02		25.48				
FIXING			Standard Allowance	3 50				
MISCELLANEOUS	8	24		2 00				
ACT. HARNESSES BKS. A. B.								
ACT. HARNESSES BKS. B. B.								
HARNESSES BKS. BY WEAVER								
REPAIR CARDS								
HANG UP CARDS								
TIE-ON LINGO	1	94		90	90			
NECK CORD								
SHAFT CORD								
FULL JOB								
TOTAL MISC.		9.18		6.40				
INTERFERENCE		9.83						
TOTAL STOPPED		34.46						
LENGTH OF STUDY		500-						
IDLE %		10.9						
TOTAL WARP TIME		16.66 ÷ 48.5		(PER M. PICKS) A		.35 Mins.		
TOTAL FILLING TIME		25.78 ÷ 48.5		(PER M. PICKS) B		.53 "		
TOTAL MISC. TIME		6.70 ÷ 48.5		(PER M. PICKS) C		.13 "		
WORK WHILE RUNNING		17.80 ÷ 48.5		(PER M. PICKS)		.37 "		
WATCHING TIME ALLOWED		17.34 ÷ 48.5		(PER M. PICKS)		.36 "		
TOTAL WORK				(PER M. PICKS)		1.74 "		
TOTAL STOPPED TIME A & B & C				(PER M. PICKS)		1.01 "		
MACHINE TIME				(PER M. PICKS)		9.09 "		
TIME ALLOWED				(PER M. PICKS)		10.10 "		
HAND TIME %		1.01 ÷ 10.10 =				10.0%		
SIZE OF JOB		10.10 ÷ 1.74 =				5.8 Looms		
NO. LOOMS		5.0		TASK IN M. PICKS		7314 - Full Job		
LOW BONUS		\$.26		HIGH BONUS		\$.34		
ADD. BONUS		\$.036		STANDARD WEAV. TASK CARD		10-5-110		
YARDS PER DAY		21.5		TASK-8/12 Job =		4.6 M		
CHECKED BY		F.V.C.		APPROVED BY		L.L. NKPC. D.C.D.		

WBIS 3074 L

SUMMARY OF WEAVING TIME STUDIES

Above is a weaving timestudy summary sheet taken from the records of the Production and Compensation Research Division. Note that the material woven is double width 24" neckwear cloth.

THE BOIL-OFF

First of the Finishing Operations

BEFORE silk can be properly dyed or finished, it must be subjected to a scouring process known as degumming or boiling off. The object of this process is to remove the hard, glue-like coating of the silk fiber, leaving it soft and pliable.

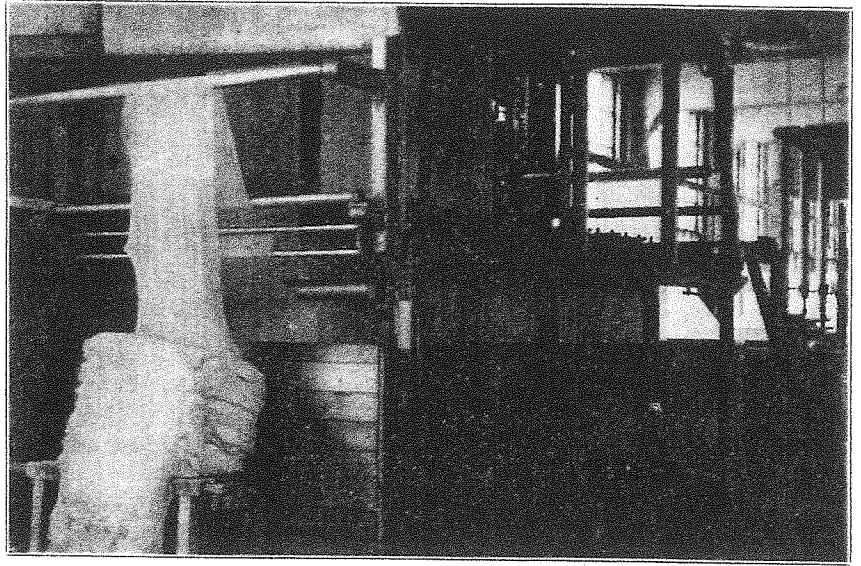
The sericin coating is deposited around the fiber by the silkworm as it spins the cocoon. The silkworm emits two fluids, the fibroin or silk fiber and the sericin or gum, which cements the silk fibers and protects them from destroying agents.

The sericin is soluble in a hot soap solution and in the Broad Goods Preparation Building we find large wooden vats filled with this degumming solution in which the silk is soaked. Fred Wippert is foreman of the department.

The methods of handling the silk vary with the construction of the cloth. Some commissions are arranged in flat folds, others in circular bundles, and so on. The bundles are either suspended on brass frames or hung on poles before being immersed in the soap solution.

The make-up of the bath also varies with the type of fabric. The degumming agent is alkali and the soap oils protect the silk against too vigorous action of the alkali which would otherwise make the fibers brittle. The bath is brought to a boil, the steam is turned off and the silk is immersed. The duration of immersion depends on the nature of the silk and the construction of the cloth and varies from one-half to four hours. During the degumming operation the silk is moved to and fro to insure even removal of the gum. When the silk must remain in the bath for a long period, it is removed several times while the bath is reheated to the boiling point.

WHEN the silk is taken from the soap bath, it is plunged into water to remove the excess soap and sericin. A thorough washing follows, and the method used depends again upon the construction of the cloth. Some silk passes through a continuous washer in which it receives first a weak ammonia treatment, which helps



After the degumming process the silk runs through a washing machine, above, equipped with rollers which give a slapping motion to the fabric.

to remove the soap, then through several compartments of water and finally through an acid bath, the last serving to neutralize soap that has been left in the fabric. For types of goods that cannot stand the action of the continuous washer, an overhead reel machine is used.

The silk is next put into an extractor which removes most of the liquid by centrifugal action. It is then dried either in a tenter machine or a loop dryer. The tenter is about 40 feet long. The silk travels through its heated chamber at a rate of from five to fifty yards a minute. This machine also sets the cloth at a desired uniform width. Rows of forward moving clamps seize the cloth at each selvage and hold it at the proper width until it emerges dry.

After the boil-off process the silk presents a changed appearance. What was stiff, gummy and thick is now soft and drapy. The weight has been reduced about one quarter.

Most silk is degummed after the cloth is woven so that the extra strength which the fiber gets from its sericin coating can be taken advantage of during throwing, weaving, etc. It is also more easy to handle the silk during the boiling off if it is in fabric form. For yarn dyed fabrics, it is necessary to degum the reeled skein and then care must be taken to avoid excessive breaks and tangles.

BOTH the formula and the duration of the bath have been the subjects of extensive experimentation

at Cheney Brothers' plant. New procedures are devised as new commissions are invented and old ones must be altered from time to time to comply with changes in fashion requirements for style and quality. Extensive research has been found necessary to determine formulas and Cheney Brothers were first to discover a method of controlling the alkalinity of the bath. The duration of immersion is also extremely important. Too short a period and the sericin is not sufficiently removed. Too long a period and the fabric is probably made more liable to chafing.

Soap baths can be used for several lots by the addition of fresh soap. When the bath can no longer be used for degumming, the liquor is pumped to the dyehouses where it is used as a dyeing assistant.

▼ ▼ ▼

QUESTION: What is meant by the versatility factor in Credit Rating?

Answer: A small number of employees are selected by the superintendent to be in readiness for temporary transfer from certain important operations to others of distinctly different types of work operations, in order that production may not be interrupted due to absence, changes in schedule, and so on. Such employees are known as versatile employees, and are allowed extra points of credit, varying up to 20 points.

In order to earn these points, the employees must always be able and willing to perform both operations, and must have demonstrated this ability within stated intervals.

What's Happening in Departmental Meetings

• • •

The Throwing, Winding & Spooling representatives met November 18 to discuss the business of their department. Experiments are being carried on in boil-off on 20/22 Japan. A great improvement in the running condition of this stock has been noticed.

A comparative study has been made of 20/22 Japan Y-B wound on first time spinner spools and wound on regular skeleton winder spools. It was shown that the task on first time spinner spools checked with the original study, while the task on the skeleton spool showed a variation of six minutes from the old study. If this change were put into effect it would increase the production of the stock wound on skeleton winders thereby giving a closer margin for gain. As a result of the study, no change was made.

One pane of frosted glass has been

WEAVING TASK

Continued from Page 6

minutes. During this 10.10 minutes, the weaver has to spend only 1.74 minutes in total work. The rest of the time, then, he can devote to other looms. The number of looms he can run is obtained by dividing 10.10 by 1.74, the working time per thousand picks; the result is 5.8 looms, for a full job. When the result is fractional as in this case, the lower number is usually taken, unless past experience has shown that the higher number of looms should be considered.

Note that in the study the weaver produced 48,500 picks but he is not required to throw this number of picks to make bonus. He is asked to throw 46,000 picks.

If the weaver had a full job in this case, the task would be 43,000 picks per loom per day. Since he has only 8/12 of a job, the task is 46,000 picks per day. The number of picks decreases as the number of looms the weaver runs increases.

The difference between the weaver's pick throw as recorded in the study and the task is due to the difference between the speed of the weaver and the standard time allowances for detail operations and interference, and also to the allowance made on all weaving tasks for worse conditions.

replaced with clear glass in some of the windows of R2A, at the request of employees.

It was reported that window shades in W3B, the subject of complaints, would be repaired shortly and that a new way of hanging the shades to extend their usefulness was being sought.

By a change in manufacturing method, a great improvement has been made in the running condition of 14/16 Canton Classique-3 thread.

It was requested that weather strips be installed in the north windows of the Winding & Spooling Department, and also that winding rooms R1C and R2C be ventilated thoroughly at noon.

It was requested that arrangements be made to have the North End Station opened in time for the morning train, since employees are now obliged to stand out in bad weather.

MR. HALE reported at the Auxiliary Division departmental meeting November 13 that the water system in the Paint Shop had been blown out and that no further complaints had been received. The representative was asked to give occasional reports on the condition of the water, and the system will be blown out as often as is found necessary.

Spinning Mill windows which were most in need of fixing have been repaired, at the suggestion of a representative, but it is not thought advisable to repair the others at this time.

It was reported that carpenters and painters who have been working but four days each week feel that repairs could now be made on tenements. Mr. Hale explained that the comparatively small amount of work being done on the tenements is not due to business depression, but to the fact that the tenements as a whole are in good condition. The amount of work done each year is controlled by an estimated budget made each year to cover the work necessary to keep the tenements in good condition.

A MEETING of the Velvet Mill Works Council was held November 19.

It was explained that as yet no final decision has been made in regard to changing the method of figuring credit

rating for warping so that it will conform with the method that was recently adopted for weaving. However, in reviewing the warping conditions in preparing for such a change, a discrepancy in the time allowance for changing spools in the Velvet and Broad Goods Warping Departments was discovered. Although located in different departments, the method and time allowance for the same operation should correspond. Therefore, the time allowance for changing spools in the Velvet Department will be changed to conform with that of the Broad Goods Department.

Standard hand time allowances have been adopted for the various conditions and operations involved in Velvet Shearing. All task allowances for this operation will be refigured, based on these standard times. This change will create a slight increase on some tasks, and a slight decrease on others. However, the entire change will make a difference of approximately one-half of one per cent, a condition favorable to the employees.

THE following business was transacted at a Works Council meeting of the Piece Dyeing, Printing & Finishing and Yarn Dye Departments November 22.

Finishing: A recent accident on a crepe dryer was discussed and it was requested that provision be made to have tools available so that the machine can be quickly dismantled in case of accident. Mr. Dexter, superintendent, agreed to investigate and see that such provision be made.

Print Room: A representative reported that the new lunch room in the Oxidation Building is cold and asked that it be moved to the truck room opening from the Print Room. It was agreed that instead of changing the location, the present lunch room will be heated.

As a result of a suggestion by a representative, a window will be installed in the door between the Printing and Steaming Rooms, if practicable.

Yarn Dyeing: New arrangement will be made for handling the hose pipe used for cleaning the soap tank either by storing it in the wash house or by providing a larger truck for carting it from its present location.

GUARD GATEWAYS; KEEP OUT DISEASE

A MACHINIST, bothered by frequent colds for many years, finally went to a nose and throat specialist on the advice of the plant physician. The specialist removed two small growths from his nose—a very simple operation—and the machinist has had practically no trouble since.

THE nose and throat might be termed doors leading into the body. They should be barred against unwelcome guests, such as cold germs. The lining membrane of the nose continues into six cavities, called sinuses, where cold germs like to lodge. Once there, they cause what we know as sinusitis, a very disagreeable condition.

There are often growths and defects in the construction of the nose which are aggravated by repeated and prolonged colds. Whenever a cold keeps up for more than three or four weeks you can be pretty sure there is a sinusitis existing and then it is time to visit a nose and throat specialist.

Fight Colds With Fresh Air

Many colds would be prevented if people were more careful about the temperature of the air they breathe. When the temperature of a room goes over 70 degrees, the lining membrane of the nose becomes congested and has less resistance to germs causing infections.

If you will air your rooms more and your grievances less, you will be happier and healthier!

Sore throats are often caused by repeated colds, which finally develop into sinusitis. The discharge from the nose, dropping back into the throat, causes the inflammation and soreness.

Frequent mouth washes, sprays and gargles are recommended for sore throats. It must be remembered, however, that the chief value of these preparations lies in the mechanical washing of the inflamed parts. A very strong antiseptic will not only kill the bacteria but may injure the lining membrane of the throat as well.

Simple Gargles Are Best

Many times the simplest gargles are

Weaving Mill Teams Win First Bowling Round

THE first round of the Girls' A. A. bowling season ended the second week in November with Nan Taggart holding the highest average, 97.05. The next highest averages were scored by Mae Sherman, 94.14; Helen Darling, 94.10; Clara Jackmore, 92.14; Flora Nelson, 91.07; Marcella Karpin, 90.04.

Clara Jackmore bowled the highest single in the Senior League with 120. Elsie Lennon, with 109, rolled the highest for the Junior League.

The Weaving teams captured first place, both the Junior and Senior teams winning 13 out of 15 games.

TEAM STANDING

Senior League		
Team	Games Won	Games Lost
Weaving	13	2
Velvet	11	4
Main Office	9	6
Cravat	7	8
Throwing	5	10
Junior League		
Team	Games Won	Games Lost
Weaving	13	2
Spinning	12	3
Main Office No. 2	10	5
Throwing	7	8
Main Office No. 1	3	12

Averages and the number of games each player took part in are given below, by teams:

SENIOR LEAGUE

Weaving: Nan Taggart, capt., 97.05, 15; Flora Nelson, 91.07, 12; Grace Hatch, 85.13, 15; Mary Strong, 83.01, 12; Clara Jackmore, 92.14, 15.

Velvet: Mary McKinney, capt., 81.06, 15; Marcella Karpin, 90.04, 15; Esther Lautenbach, 82.04, 15; Mae Sherman, 94.14, 15; Helen Darling, 94.10, 12.

the best. A gargle of salt water, or one prepared from a teaspoonful of bicarbonate of soda in a glass of water, is often beneficial.

Your nose is the entrance to your lungs; your throat is the entrance not only to the lungs but also to the

Throwing: Louise Pukofky, capt., 83.09, 15; Edna Anderson, 76.01, 12; Lily Thornfelt, 89.06, 15; Minnie Marks, 74.10, 15; Eleanor Royce, 83.01, 15.

Cravat: Elsie Kleinschmidt, capt., 89.04, 15; Helen Gustafson, 89.09, 12; Pauline Reale, 87.03, 15; Libby Lielasus, 76.08, 15; Cecelia Dion, 83, 12.

Main Office: Gertrude Fish, capt., 79.06, 15; Alice Paradis, 83.07, 15; Edna McCourt, 89.12, 15; Lillian Hicking, 75.06, 12; Martha Kissmann, 84.09, 15.

JUNIOR LEAGUE

Spinning: Ruth Griffith, capt., 75.12, 15; Ruth Hanson, 73.14, 15; Anna Reale, 71.10, 15; Stella Jarvis, 79.02, 15; Edith Wiganowski, 76.12, 15.

Weaving: Sue Kelly, capt., 81.13, 15; Eva Peterson, 73.08, 12; Alice Leister, 85, 15; Margaret Sommerville, 76.14, 15; Ida Jarvis, 75.05, 9.

Throwing: Blanche Gerich, capt., 80.02, 15; Edith St. John, 72.01, 12; Bobby Sillano, 71.03, 15; Helene Bouffard, 68.05, 12; Albina Raccagni, 71.05, 15.

Main Office No. 1: M. C. Shay, capt., 50.08, 15; Edna Bragdon, 60, 15; Rose Rassez, 64.09, 12; Elsie Lennon, 83.06, 15; Edna Banville, 56.07, 12.

Main Office No. 2: Margaret Doherty, capt., 71.03, 15; Miriam Doherty, 71.01, 15; Beatrice MacDonald, 77, 12; Florence Madden, 68.10, 15; Edna Pettengill, 63, 3.

Substitutes: M. Metcalf, 86, 3; J. Jackmore, 70.02, 3; A. Scheibenpflug, 74.02, 3; M. Volkert, 72.02, 3; E. Scranton, 70.02, 3; H. Seifert, 55, 3; A. Jarvis, 61, 3; S. Varrick, 84.01, 3.

stomach. These gateways to other important and vital portions of your body should be well cared for and guarded.

Guard the gateways!

(Prepared by the National Safety Council)

Benefit Ass'n Members Get More Compensation

A WORKER'S hand is caught in a piece of machinery. For three weeks he is forced to remain idle while the injury mends. During this unproductive period he may receive compensation or he may not. The worker is interested to know on what basis industry and the law decide whether or not the disabled worker is entitled to compensation.

To familiarize employees with the protection which compensation laws give them and also to warn them against the transgressions which may cause them to lose compensation in case of injury, the plant magazine has undertaken a series of articles on this subject. The fourth article, below, is concerned with Cheney Brothers' method of paying compensation and with the extra benefits which accrue to members of the Benefit Association.

IN general, industry in Connecticut has two methods of dealing with compensation cases. The first is by an agreement between the employer and the injured individual, which is recorded on a form established by the Compensation Commissioner. This agreement is submitted to the Commissioner and is not binding until it has received his approval. This is the most general type of settlement and covers more than 95% of the cases in the industries of the state. In other cases, where a satisfactory agreement cannot be reached, the Commissioner hears the evidence and renders a verdict.

A different method, however, exists at Cheney Brothers where a unique situation prevails. Compensation cases are handled through an Operating Committee by the Trustees of the Benefit Association, and are not under the jurisdiction of the state Compensation Commissioner.

This independent method grew out of the fact that Cheney Brothers made pioneering attempts to deal fairly with industrial accidents and established a policy of handling them long before a state law was framed. A section of the Compensation Act was passed allowing certain organizations to retain their own method after the Connecticut Workmen's Compensation Act went into effect. Such organizations

must comply with three regulations. They must offer benefits not less than those required by the compensation law. Membership (as in the Benefit Association of Cheney Brothers) must not be a condition of employment, and finally their by-laws must be approved by the Insurance Commissioner. These requirements are met by Cheney Brothers.

The Operating Committee, which acts for the Trustees of the Benefit Association, has a membership of three persons: the superintendent of the Benefit Association, a management representative and an employee representative. The present members are Arthur W. Bendall, superintendent of the Benefit Association, U. J. Lupien, management representative, and Charles A. Staye, employee representative.

This group meets every Wednesday to transact its business. It has authority, through the Trustees of the Benefit Association to make an award of compensation. In case of dissatisfaction on the part of the employee, there is an appeal to the Trustees, or the Trustees of the Benefit Association may suggest that the case be taken before the Compensation Commissioner for arbitration. When this is done, both parties must previously agree to be bound by the decision of the Commissioner.

CHENEY BROTHERS' method of paying compensation differs from the state regulations in the extra allowances which are made for members of the Benefit Association. These members may obtain as much as three quarters of their pay in compensation, whereas the state does not require more than half, and then not more than \$21 weekly in any circumstances. So long as the Company pays as much as the law demands, the state has no objection to its paying more. To employees who are not members of the Benefit Association, the state regulations only apply.

Important Differences

Cheney Brothers provide the following advantages for *both full and limited members* of the Benefit Association:

1. The state pays one half of the injured worker's average weekly wage, not exceeding \$21 and not less than \$5. Cheney Brothers pay the full half of the average weekly wage, without limiting the sum to \$21.
2. The state allows a wait of seven days before payment of compensation starts. Only in the case of disability lasting a month or more is compensation dated from the first day of disability.
In *all* cases involving members of the Benefit Association, Cheney Brothers start compensation with the day following an injury. On the day of the injury he receives regular pay.
3. One per cent. of the average weekly wage is added for each year of the members' service over five years. An additional allowance of 5% of the average weekly wage is made for each child under 16 years of age dependent for support upon a married member. But the total additional allowances may not exceed 25% of the average weekly wage.

Following is an example of compensation figured for a member of the Benefit Association, in the left hand column. At the right is shown the figuring for an employee who is not a member, and who receives only the amount required by the state.

	Member	Non-Member
Length of service.....	22 years	22 years
Dependents	1	1
Average wages	\$36.24	\$36.24
Half wages	\$18.12	\$18.12
Additional allowance for service, 17% of \$36.24..	6.16
Additional allowance for dependent, 5% of \$36.24	1.81
Total compensation per week	\$26.09	\$18.12
Duration of compensation in weeks	3 1/3	2 1/3
Total compensation	\$86.97	\$42.28
Difference in favor of member (full or limited)	\$44.69	

The proviso is made that in no case shall the additional benefits amount to more than 25% of the average weekly wage. The member therefore cannot receive more than 75% of his wage in total compensation. This system of

Continued on next Page

Calculating Tasks On Weekly Basis

STARTING this month in RIA, Sand Velvet weaving, Cheney Brothers adopted a policy of calculating tasks on a weekly rather than a daily basis. This policy will be put into effect in other departments gradually. There are several advantages to the plan both for Cheney Brothers and for employees.

If an employee loses bonus for one day, he has an opportunity to gain enough during the remainder of the week to overcome the loss.

However, in order that a large loss may not wipe out daily gains and so that there will be an incentive to keep up production each day as well as for the week as a whole an arrangement has been made whereby, whenever an employee fails to make his weekly task, his bonus will be figured by the day.

The purpose of this change is to effect a very considerable saving in clerical work.

The following recommendations have been adopted:

1. That taking one operation at a time, and as rapidly as is feasible, we start to figure tasks on a weekly rather than a daily basis.

2. That whenever an employee has not accomplished his task for the week, his bonus will be figured separately by days.

3. That whenever, in the opinion of the Superintendent or the Manufacturing Standards Department, it is advisable for reasons of follow-up, such as in the establishment of new tasks, a report will be made of daily accomplishment.



Continued from Page 11

compensation is 25% more liberal than the law's allowances in the average case and 100% more liberal in extreme cases.

24-Hour Rule

It is important to note that none of the additional benefits can be obtained unless the accident is reported within 24 hours of its occurrence, not including Sundays or legal holidays.

The prompt reporting of an accident is of vital importance to intelligent investigation. Cobwebs gather quickly and both the injured person and witnesses are unable to relate just

what happened. Delay makes it increasingly difficult to get at the truth, and it is for this reason that the stringent rule has been laid down that additional benefits cannot be given un-

less the accident is reported within 24 hours.

Any member who refuses medical attention may also forfeit his claim to additional benefits.

Win Suggestion Awards

SUGGESTOR

ERNEST R. JOHNSON
W3C Twisting

ERNEST LUNDINE
Auxiliary Division

FRED FISH
Machine Shop

FRED DREGER
V4B, Velvet Mill

JOSEPH DURKIN
W2B, Weaving Mill

PATRICK WALSH
B. G. Weaving

JOHN SIMMONS
Piece Dyeing, Printing
& Finishing

JOHN MINER
Quality Control, Folding

SUGGESTION

New attachment on warp twisting machine to eliminate excessive breaks while twisting rayon warps.

Application of several coats of rubberoid on rolls to prevent rolls from swelling as a result of moisture and, when dry, cracking where holes have been drilled for bristles.

Forging to fit on samson and extend over breast beam to prevent breaking of long casting which holds the take-up rolls on Jacquard looms.

Wire brush for cleaning needles on pile stop motion on certain commissions.

Device for preventing cast-off marks in yarn dyed cloth which is woven on Jacquard harness tied with flat steel heddles.

Conditioning the clutch mechanism on the open and fold machine, Piece Dyeing, P. & F. Department.

Equipping of lint doctors with metal strips to keep colors clean when printing 45" shells in machines P-14 and P-15.

Removal of all loose threads along seams on Com. 8102 before goods are put into hot paper, to eliminate thread marks.

FOR CHRISTMAS GIFTS - -

- - CHENEY SILKS

PRICES LOWERED!

ON ALL DRESS GOODS OVER 1 YD. IN LENGTH

CHENEY HALL SALESROOM

For remnants and imperfect materials

WATCH This Space in every issue of Cheney Silk
News for Salesroom Announcements.