



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

Published By Cheney Brothers  
South Manchester, Conn.

Vol. 1

JANUARY 1931

No. 10

## CHENEY SILK NEWS

PUBLISHED BY CHENEY BROTHERS  
SILK MANUFACTURERS  
SOUTH MANCHESTER, CONN., U.S.A.  
Established 1838

### BRANCH OFFICES

New York Philadelphia Chicago  
Los Angeles

### EDITORIAL COMMITTEE

(Members of Works Council)

Management Representatives	Employee Representatives
Howell Cheney	Albert Behrend
William C. Cheney	Albert Jackson
U. J. Lupien	Roy Norris

### EDITOR

Margaret C. Shay

## Business Conditions

The aspect of business conditions which is of greatest concern to the Works Council and its members is the question of probabilities of employment. Our plans of production indicate for the next three months a higher scale of employment in the Broad Goods Weaving, in the Velvet, in the Dyeing & Finishing and possibly in the Yarn Departments than has ruled during the last three months period. In particular it is expected that the Velvet Department will show an improvement in employment. This is based upon the hope of the success of new qualities of goods which the Sales Division are very satisfied with and from which they hope to secure increased business. It is not as yet based upon actual experience in the sale of merchandise.

The reports of the silk business in general for the last three months indicate an ascending scale of employment which is lower than that which ruled during the first three months of the year 1930 but which is considerably higher than that of the summer months. This is true both of the number of persons employed and of the operation of machinery.

The general business situation is still very far from being settled, though being certainly on the upgrade. For the last three months commodity prices and stock values have continued to decline, commodity prices having relatively gone down further than the prices of industrial stocks.

Manufacturing businesses still remain unprofitable and cannot be otherwise so long as prices remain low and labor rates and costs of manufac-

ture high. It would seem that before a state of equilibrium can be reached that manufacture must become profitable.

In the meantime it must be remembered that the true earning power of labor, if activity should develop, will be decidedly increased because of the decreased cost of living as particularly reflected in a decline of wholesale prices nearly to pre-war levels.

## On The Cover

The hands of a skillful craftsman and his expression of concentrated interest lend character to this photographic expression of an industrial phase. James H. Miniken is the plate cutter who is working on one operation in the preparation of a design for a printed fabric. The instrument in his hand is a graver with which he cuts the design into a zinc plate. Before him is a sketch of the design as it will look in the finished fabric. The magnifying glass with which he examines his work is also at hand. The Engraving Department, in which the pictured operation takes place, was due for a story in this issue, but was crowded out, and so will appear next month.

## Responsibility

By ROY NORRIS  
*Works Council Representative*

SO that every employee representative may be of the most value to the department which he represents, the employees of Cheney Brothers should be thoroughly familiar with the reason for the formation of the Works Council.

The Works Council was instituted August 7, 1923, at the request of the employees, as a means of attaining a higher standard of relationship and understanding between the employees and the management of Cheney Brothers.

Since the granting of this request, the responsibility of selecting proper representatives, through the mediums of the primary and final elections, has rested upon the employees. If they choose their representatives with care, they may be reasonably sure of advantageous results. If they do not exercise judgment in the choice, they cannot expect good representation.

After election, employees should make full use of their representative. He is theirs to use and they should

not hesitate to bring to his attention all matters that need adjustment. It is especially important that employees should take this initiative since most of the departments are so widespread that the representative cannot keep in close contact with all the members. Therefore the value of the representation in each department rests primarily with the employees.

THE first duty of a representative is to familiarize himself with the methods of adjusting matters of personal and departmental interest. These methods are thoroughly explained in Articles VI and VII of the booklet on the Plan of Organization and Operation of the Works Council. With these well in mind, the representative is in a position to investigate complaints brought to him for adjustment.

An employee should first bring a complaint to the attention of his foreman. If unsatisfied, he should then consult his representative. When the representative receives the complaint, after ascertaining that the foreman has information of it, he first gathers as much information as possible about the case. When he feels that he has the facts well in hand, he should bring the case to the attention of the proper authorities to obtain a decision. It is the duty of each representative to obtain a decision on each complaint as soon as possible. Action should not be allowed to lag and the representative should keep in touch with all developments until a decision has been rendered and the case closed.

THE employee should bear in mind that although both he and the representative may feel that they have a logical case, they have the power only to recommend. The final decision rests with the management.

If a representative is aware of any conditions existing in his department which, in his opinion, are not right, he should investigate and attempt to have them corrected without waiting for an employee to bring them to his attention.

A representative should also pass on to the employees in his department any information which may be imparted to him in Works Council meetings.

Finally, both the Management and the Employees should bear in mind that the benefits derived from the Works Council will be in proportion to the interest they take in it.

## Answer Four Questions On Business Methods

**W**HY it has been necessary for Cheney Brothers to adopt new business methods was the subject of a forum discussion at the monthly Works Council meeting in the Executive room December 15. The subject was divided into four questions.

Clifford D. Cheney answered the query, "Why have we adopted a centralized scheme of scheduling and routing?"

Austin Cheney spoke on "Why do we have central control of quality?"

Charles J. Huber, head of the Research Division, gave an answer to the question, "Why has the industry adopted scientific research?"

Howell Cheney, chairman, delegated to himself the question, "Why do we have a budget?" Time for adjournment came before the last question could be answered and Mr. Cheney announced that this question will be taken up in detail by Horace B. Cheney at a subsequent meeting.

The first speaker, Clifford D. Cheney, described the old method of individual management by each mill, taking the Velvet Department as an example. He explained how the production of the Department used to be sold up seven and eight months in advance. Orders would call for thousands of pieces of the same commission in the same color! It was an easy problem then to plan weeks ahead when raw material would be needed, how much would be required, when the warps should be ready and the quills prepared, and so on. The Velvet Department could give the Dressing and Throwing Departments plenty of time to prepare the needed materials.

Cheney Brothers' customers carried the worry of changing styles. If a mistake was made and a customer ordered something he could not get rid of, that was his bad luck, although Cheney Brothers always made an effort to change an order when a customer had made a mistake and to manufacture something which would sell.

Hand to mouth buying all along the line from the ultimate consumer to the manufacturer has changed all this. Orders are no longer given far in advance. Customers do not want

to order the goods until a very short time before they will be ready to use them. They want the goods to be waiting for them and they demand quick delivery. The risk is all Cheney Brothers' until the customer walks away with the goods.

**T**HEREFORE Cheney Brothers moved their finished stock to New York to save one and one half days of delivery time.

Therefore Cheney Brothers organized a style service because they had to know what to make and have it ready when the trade wanted it.

Therefore they organized a scheduling service to outline the quickest path of response to an order. This service was formed by gathering together the individuals who had previously done the planning for the separate mill units. It has been necessary to adopt all sorts of special services to expedite getting the goods to the customer.

For example, letters are far too slow to carry orders. Therefore it has been necessary to install a machine in the Scheduling office which types orders simultaneously as they are typed at the New York office.

**A**USTIN CHENEY, taking up the next question, noted that the reasons for centralizing control of quality are much the same. He remembered the time when the Broad Goods Weaving Mill received orders in the summer for two millions of yards to be delivered in January. The latest request of the cutting up trade is a four day delivery from grey goods to Seventh Avenue. Forty minutes after the finished goods are purchased at the New York store they are now delivered by Cheney Brothers on the Avenue ready for cutting up.

Now if the quality should not be satisfactory, Cheney Brothers would receive no second chance. The customer would immediately send elsewhere for goods. If goods are found to be imperfect after made up, the manufacturer has to pay the cost not only of the goods but also of the manufacture of the garment. By means of a central agent, the quality

demands of customers can be transmitted to all manufacturing departments.

**T**ODAY is the day of the specialist, Mr. Huber said, beginning his discussion of the question, "Why has the industry adopted scientific research?" The research man, working between two demons, one demanding speed, the other quality, must find ways to satisfy the demand, for example, for color fast and light fast goods. The industry that cannot compete in supplying fabrics which meet the new and changing demands is left behind, for the world refuses to stand still. Cheney Brothers must investigate every new idea which promises to be of industrial importance in order to produce fabrics that can compete.

### ON COMMITTEES

**S**ECRETARY U. J. Lupien read the minutes of the last meeting which were approved, and announced the appointment of the following management representatives to Works Council committees:

*Planning Committee:* Horace B. Cheney, Howell Cheney, Clifford D. Cheney, John W. Nickerson, U. J. Lupien.

*Editorial Committee:* Howell Cheney, William C. Cheney, U. J. Lupien.

*Safety and Sanitation Committee:* U. J. Lupien, Herbert McCann, and the Superintendent of the Department being visited during inspection.

A statement from the employee representatives requested that all employee representatives be in the employ on the second Monday of each month, which is the meeting date of the group. The reason for the request is that some members live out of town and during lay-offs have to make a special trip to attend meetings.

The chairman said that this was an entirely reasonable request and that an effort would be made to meet it.

### 32 PENSIONED

Mr. Cheney read a list of employees pensioned during the year. Thirty-two new pensions have been granted. If policies had been taken out with an insurance company to cover these pensions, the cost would have been \$213,000. During the 12-month period, eleven pensioners have died, and in the case of two former employees, pensions have been discontinued.

# SPEEDING SILK ACROSS A CONTINENT

## Raw Materials Valued at Many Millions Are Specially Handled By Steamship and Railroad Companies

This article is reprinted with permission from the November 15, 1930, issue of RAILWAY AGE.

**T**HE magnitude of the raw silk movement across the country is indicated by the fact that in 1929 more than 500,000 bales or more than \$325,000,000 worth of silk unloaded at four west coast ports was transported by railroads to eastern points for manufacture.

The railroads which participated in the transportation of the silk received more than \$6,000,000 in revenue.

Because of the great value of the shipments, dispatch is a factor and a cargo is usually unloaded from the boat, placed on trains and started across the continent within three to four hours after the boat docks. In 1929, nine steamship companies carried the silk from China, Japan and India to the west coast ports, while more than 20 railroads participated in the movement from the west to the east.

The west coast ports at which silk-carrying ships dock are Vancouver, B. C., Seattle, Wash., Portland, Ore., and San Francisco, Cal. In 1929, Seattle received the largest share of the business with San Francisco, Vancouver and Portland following.

The point of destination is usually New York, Hoboken, and the territory thereabouts, (including South Manchester: Ed. note), although there is usually some silk for Chicago, Indianapolis, Ind., and beyond.

Although the methods of handling shipments of silk are quite similar at all ports, some of the customs that have been established with the development of the transportation of silk at Seattle make this port an interesting example.

When a cargo of silk leaves a foreign port, the destination port is notified and kept informed of the progress of the vessel so that all agencies which are to take part in the rail movement can prepare.

Competition among the railroads soliciting this business is keen because the revenue is so great and because the expedited service has created a spirit of rivalry among employees on each railroad. Yet certain traffic al-

liances which were established years ago determine the routing of the shipments. \* \* \*

**W**HEN a steamer leaves Yokohama, the steamship company cables its representative in Seattle, advising the number of bales and tons of silk in the cargo. When the steamer gets within radio distance, the captain of the ship sends a radiogram to the port captain of the steamship company advising him of the approximate time the steamer will reach William's Head, which is the Canadian entrance to Puget Sound, and about 30 miles off Victoria, where all steamers are held for medical inspection. In this radio is also conveyed the information as to how the silk is stowed—whether in one, two, three or four hatches. From this information preparations are made for handling the silk on its arrival at the Seattle dock.

When the steamer docks at Victoria, B. C., a representative of the railroad, known as the customs agent, boards the steamer, and while she is in transit to Seattle, prepares the necessary papers for the filing of customs entries.

There being no duty on raw silk, it is a part of the tariff provision that the railway company makes the consumption entry, and to expedite the handling, the railroad has a customs officer at the dock if the ship arrives after custom house hours. When

she arrives during custom house hours, the customs agent goes to the custom house and files his entry.

On silk goods an "Immediate Transportation" entry must be filed and goods traveling on this entry must be billed in bond. The railway company is required to furnish a bond, about two million dollars for the safe handling of immediate transportation entry goods and also for the surrender to the customs of the original bills of lading on raw silk.

### Cars Are Inspected

Before the arrival of the steamer in the port, and on receipt of the advice as to the number of bales of silk in cargo, it is necessary for the railroad to assemble passenger equipment, such as baggage cars or express refrigerators to take care of the loading. Before these cars are placed for loading, they are carefully inspected by the mechanical department. The wheels are jacked up, brasses inspected and if necessary new brasses applied, then lubricated. The cars must be cleaned and the steam pipes going through them must be disconnected; the lamps, if any, have to be removed and the stoves and other projecting appliances must be crated to avoid damage to the silk by shifting.

All the doors are examined to see that they are tight, and after the cars are loaded these doors are battened with paper so that there can be no possibility of damage by water. If

No time is lost in unloading the steamships.

Photograph by courtesy of RAILWAY AGE.



the shipment is large, a special train is prepared while, if it is small, the cars are carried on regular passenger trains.

As soon as a boat arrives at Seattle, the silk is unloaded onto the dock and placed in sheds where it is inspected by government customs men. The railroad then checks the bale numbers, loads the cars according to destination and records the location of each bale according to the car in which it is placed. The unloading of the boat and the loading of the cars, each of which is accomplished in one and one half hours, proceed under the scrutiny of railroad special agents. This protection is necessary since each bale is valued at approximately \$650.

The operating department of the railroad handling the shipment out of Seattle is notified before the boat arrives that it will be called upon to operate the special train and word is passed along the line so that all divisions will be ready. Each operating division is given a schedule as soon as possible after the boat docks. These schedules are based on the maximum time in which the silk must move over the railroad and, as a result, each division endeavors to handle the train over its territory in less than the allotted time and to make a better performance than other divisions. The first division informs the next of the progress of the train so that no time will be lost when the cars are turned over to the succeeding division. Both the operating and traffic departments at Seattle are also informed of the progress of the train.

The routing of this traffic involves several railroads, the greater portion being handled through Chicago. The lines which receive the cars from the originating lines are informed when the boat arrives that they will handle the shipment. They also prepare in advance for handling the cars. On railroads where traffic is dense, it is necessary to give silk trains preference.

The running time between the west coast ports and New York is often better than that of passenger trains. In 1927, the average time for all shipments, both special trains and single cars, was 87 hours, and in 1928 it was 82 hours, in 1929, 81 hours.

**Panama Canal Route**

PRIOR to 1926, silk was handled almost entirely by rail, but since then the Panama Canal has diverted

Speedy transfer is made to waiting trains.

Photograph by courtesy of RAILWAY AGE.



much of the traffic to the water route. \* \* \* In 1926, only 1,100 bales passed through the canal; in 1929, the num-

ber increased to nearly 116,500 bales. This trade has been diverted from Seattle and Vancouver.

**B. G. WEAVING TEAMS HEAD GIRLS' BOWLING LEAGUES**

THE Weaving teams of both senior and junior leagues of the Girls' A. A. were still leading at the close of the second round the week of December 15. Nan Taggart topped the senior teams with an average of 97.3 for 27 games and Alice Leister was highest in the junior league with an average of 86.17 for 27 games.

**Team Standing**

Senior League		
	Won	Lost
Weaving	25	5
Velvet	22	8
Ribbon	18	12
Main Office	15	15
Throwing	10	20
Junior League		
	Won	Lost
Weaving	27	3
Spinning	24	6
Throwing	17	13
Main Office No. 2	14	16
Main Office No. 1	8	22

**Senior Averages**

Weaving: N. Taggart, capt., 97.3, 27 (games); F. Nelson, 92.18, 24; G. Hatch, 88.18, 27; M. Strong, 88.22, 24; C. Jackmore, 94.4, 27.

Velvet: M. McKinney, capt., 83.4, 30; M. Karpin, 92.10, 30; E. Lautenbach, 84.0, 30; M. Sherman, 96.9, 30; H. Darling, 94.18, 24.

Ribbon: E. Kleinschmidt, capt., 87.13, 30; H. Gustafson, 91.15, 24; P. Reale, 85.1, 27; E. Lielas, 78.7, 27;

C. Dion, 84.16, 24.

Main Office: G. Fish, capt., 78.20, 27; A. Paradis, 86.2, 30; E. McCourt, 88.27, 30; L. Hicking, 79.23, 27; M. Kissmann, 84.16, 18.

Throwing: L. Pukofky, capt., 81.12, 30; E. Anderson, 77.8, 24; L. Thornfelt, 88.18, 30; M. Marks, 74.3, 27; E. Royce, 84.13, 30.

Subs: M. Newman, 94.0, 3; S. Varrick, 84.1, 3; J. Jackmore, 70.2, 3; J. McGann, 57.0, 3; M. Metcalf, 85.5, 12.

**Junior Averages**

Weaving: Sue Kelly, capt., 81.22, 27; E. Peterson, 75.0, 21; A. Leister, 86.17, 27; M. Sommerville, 78.22, 27; Ida Jarvis, 77.18, 21.

Spinning: R. Griffith, capt., 78.29, 30; R. Hanson, 74.11, 30; A. Reale, 73.7, 27; S. Jarvis, 81.3, 27; E. Wiganowski, 81.0, 30.

Throwing: B. Gerich, capt., 82.20, 27; E. St. John, 73.15, 21; B. Sillano, 74.7, 30; H. Bouffard, 70.4, 27; A. Raccagni, 71.18, 24.

Main Office No. 2: P. Doherty, capt., 71.0, 30; M. Doherty, 73.14, 30; B. MacDonald, 78.0, 15; F. Madden, 72.20, 27; E. Pettengill, 65.2, 9.

Main Office No. 1: M. Shay, capt., 55.5, 24; E. Bragdon, 62.16, 24; R. Rassez, 68.2, 27; E. Edwards, 81.19, 30; E. Banville, 63.7, 27.



Many employees like to keep complete files of Cheney Silk News. If you are missing a copy, you may get it from the Editor, telephone 255.

# CHENEY BROTHERS BROUGHT VELVET INDUSTRY TO UNITED STATES

Clifford D. Cheney Tells of Pioneering Days 50 Years Ago

**H**OW Cheney Brothers established a vast velvet industry, the first in the United States, was told by Clifford D. Cheney, who was associated with the Velvet Department for many years, at a meeting of the Get-Together Club in Cheney Hall, December 16. As he described the growth of that branch of the business, Mr. Cheney paid special tribute to several members of the firm and employees who have contributed loyalty, knowledge, inventiveness and experience. Among these were Robert Cheney, Richard J. Mommers, E. Ballsieper, Sr., Otto Seelert, William Walsh, Sidney Elliott, Albert Krause, Carl Bengs, James Fallows, John Kletzle and others.

Mr. Cheney began his talk with a historical sketch of the manufacture and uses of pile fabrics from ancient times. He described in detail the method of making both cut and uncut pile velvets on hand looms, and the methods followed by European manufacturers in manufacturing, selling and distributing pile fabrics up to the advent of power loom velvet weaving in the latter part of the last century. He continued somewhat as follows:

In the late seventies Cheney Brothers were producing broad silk goods on a large scale and had already established a successful silk spinning business. They became interested in the idea of weaving pile fabrics in addition to broad silk goods, and sent Harry G. Cheney and his brother, Robert Cheney, now a member of the firm, to investigate velvet manufacturing in Europe. They had seen the expensive, hand-made pile fabrics which were being imported, but none were made in this country.

**D**URING that same year, probably 1879, two other members of the firm, K. D. Cheney and John S. Cheney, were to be in Europe on other missions, and would be available there for conference and advice if necessary. Harry and Robert Cheney went to Crefeld, the great textile center of Germany, and there became acquainted with Mr. Richard J. Mommers. Mr. Mommers had been brought up in the velvet business. His father was a velvet

manufacturer and merchant of the old school. He bought raw materials, had them dyed and carried them to the homes of weavers who did the winding, warping, quilling and weaving on hand machinery in their own houses. There were no factories. Later, Mr. Mommers, Sr., or his sons, would go the rounds of the weavers' homes and collect the woven cloth, which would be taken to their headquarters and sold. There were many hundreds of weavers, such as described, in and about Crefeld and other European velvet centers.

## First Power Loom

At the time when the Cheney men arrived at Crefeld, all velvet machinery was operated by hand. The looms were wire looms and the cutting of the pile was done by hand as the weaving progressed; but Richard Mommers and a friend had conceived the idea of applying power to the weaving operation, and had even built a loom which gave promise of functioning.

This loom incorporated the idea which had been conceived somewhat earlier of making velvet by weaving two pieces of cloth at the same time one above the other, with a pile warp passing between the two pieces and being bound first into one then the other piece. The two pieces might then be split apart, either in or out of the loom, by passing a sharp knife between the two pieces from edge to edge across the pile threads which ran at right angles to the two pieces. The result was two pieces of velvet.

**H**ARRY and Robert Cheney were sufficiently interested in this model loom to order six power looms to be built, and it was arranged that Mr. Mommers, after building the looms, would bring them to this country and

## Can You Suggest-?

— any way of reducing the number of accidents to employees? Suggestions on how either the employees or the management may prevent accidents will be welcome.

set them up. He arrived here in September, 1880, with the six looms and installed them in the building now occupied by the Paper Box Shop at the Lower Mills. These looms were rigged to weave two widths of 18" goods, single shuttle, 3 pick weave, with spun silk pile, cotton warp and filling, yarn dyed. To begin with, the elder Cadman and his sons did the warping, and Lincoln Bogue the finishing; later Ed Cadman did the finishing.

In that first year we actually wove velvets and sold them, but they were not very well made. The spun silk of our own manufacture which first went into pile warps turned out to be ill suited for velvet pile, and much experimenting had to be done in the Spinning Mill before our own yarn was made suitable for this purpose. It was also necessary to work out many incidental trades, such as shearing and finishing, so important in the production of beautiful velvets.

There were many discouragements, but the members of the firm had the wisdom to believe in great possibilities for the new industry, and they persevered in working out the numberless problems which were presented to them.

## Built Own Looms

It was soon decided that these first looms were not satisfactory and that we could do better by designing and building our own looms. Therefore, new designs were prepared by Harry and Robert Cheney, Richard Mommers and James Fallows, the latter being at this time foreman of our own Machine Shop. From these designs our Machine Shop built for us ten new single shuttle, two-wide looms. These looms, together with the original imported looms, were installed in what is now the wash house of the Spinning Mill. This was in the year 1881. Later that year Crompton & Knowles of Worcester built for us, from our own designs, 22 additional 3-wide, single shuttle velvet looms. During the years which immediately followed, there were added to the velvet force the names of many employees which are

well known to those present tonight. Among them were Otto Seelert, John and William Walsh, John Milsop, Harry Trotter, James and Thomas Waddell, Sidney Elliott, Albert Krause, and others.

**I**N the early eighties there arose a great demand for plush, a long pile fabric used in various ways for upholstery purposes. In 1883 Crompton & Knowles built for us 22, 24" one width, single shuttle plush looms. The following year we added 26 more narrow plush looms. These last looms were set up in the lap room in the Spinning Mill.

Chency Brothers now decided to build a brand new mill specially for velvets. A modern two-story mill, north of Forest street, was built in 1885, and all the velvet and plush looms were moved into its first floor. There were also added at this time 24 additional Crompton & Knowles two-wide looms, and about 50 additional 24" plush looms. Warping was done on the second floor. More velvet looms were added a few years later when No. 2 weaving mill was built. These additional looms were installed in the first floor in John Wright's room.

Up to this time, practically all of our velvets had been yarn dyed. Our experiments in piece dyeing had not been very successful, owing to our lack of experience in this branch of velvet manufacture. In 1886 it became necessary seriously to develop our velvet piece dyeing business for at that time we went into the production of 50" single shuttle upholstery velvets, such as our commission 841, which were primarily piece dyed types. We established in a brick building on Copper Hill street a benzine dry dyeing establishment for coloring velvets. This was a new process at the time and much was expected of it. However, in the course of one year the little plant blew up twice and finally was burned due to the explosive nature of the benzine compounds used in the dyeing process. Benzine dyeing was abandoned and further study was put upon developing a successful piece dyeing method. By 1888 we were successfully piece dyeing velvets after a method similar to that followed in the Broad Silk Department.

**I**N 1889, Mr. Edward Ballsieper, Sr., came to the Velvet Department from Germany. He has remained with us ever since in various capacities, and is now the production superintendent

## JOHNSON NAMED TO HEAD CLUB

The following have been nominated to offices of the Get Together Club and will be voted upon at the January 13 meeting:  
For president: Karl Johnson.

For 1st vice-president: George Rowsell.

For 2nd vice-president: Frank Hicking.

For 3rd vice-president: Walter Tedford.

For secretary: Herbert McCann.

For assistant secretary: Frank Maloney.

For treasurer: Raymond Bidwell.

For Commissary: Melville Stacy.

For speakers' committee: U. J. Lupien.

of the Velvet Department. Mr. Ballsieper has always been considered by us as a pillar of strength to the department, upon whose experience and knowledge we have always depended. To him we feel we owe a great debt for the service he has given our company. I regret that through illness he is not with us here tonight.

### Two Shuttle Loom

At this time another important step was taken in velvet manufacturing. Up to 1886, all velvet weaving was done after the single shuttle method. That is, two pieces were woven in the loom, one above the other, with the pile between them. A single shuttle supplied filling to both pieces traveling first three picks on the top piece, then three picks on the bottom piece. Here in our mill was developed a practical two shuttle loom. That is, one in which the top and bottom pieces were woven simultaneously, the filling being supplied to each piece by its own shuttle, which flew one above the other through the sheds. This method caused a great increase in production per loom, as it enabled us to weave at theoretically twice the rate of the old method.

The velvet business continued to grow and in 1892 there were added 60 new two-wide looms, and at the same time all of the plush looms were widened from 24" capacity to two-wide.

**F**ROM this time until the present, our own Machine Shop has undertaken the building and widening and altering of all of our velvet looms, except for the harness motions which have always been purchased from Crompton & Knowles. James Fallows

of our Machine Shop, and later John Kletzle, deserve great credit for the successful design and operation of our looms. These looms have been highly satisfactory to us, and we have been able to keep secret for many years improvements and developments in velvet weaving which were developed and installed here for the first time. We have always attributed a good deal of our success in velvet weaving to inventions and improvements originating in the weaving rooms and developed and installed by our Machine Shop.

We were now making plushes of many kinds, open pile velvet, 3-pick velvets, fancy velvets, and upholstery velvets. By 1895 our production had run ahead of the capacity of our Sales Department to distribute goods, and our management decided to turn over the selling of our great volume of pile fabrics to a New York commission house, highly trained in the handling of velvets and plushes. The firm of Cozzens, Elbert & Prankard successfully sold our mounting velvet production from then until about the year 1911, when Mr. Prankard of the old firm came to Cheney Brothers' Sales Department, and from there directed the selling of our own velvets under our own name.

**I**N 1896 Carl Bengs came to South Manchester and undertook the yarn dyeing for velvets. Here, again, I wish to pay special tribute to a man who has been very valuable to our company. Mr. Bengs had had previous experience in dyeing pile yarns for velvets and in handling the yarns in other operations, and with his help our goods steadily improved in quality and beauty.

### First Panne Velvet

In 1897 Panne velvet appeared in the world for the first time. Women had evinced a desire for a fabric softer and more lustrous even than satin. It was discovered that velvet made from certain fibres with the pile specially brushed and treated and ironed flat had a liquid brilliance far surpassing that even of the richest satin. Our firm was the first one in America to develop and put upon the market Panne velvet. It has remained in vogue even to this day.

Another type of velvet extremely important today was invented in 1899. This was called chiffon velvet. Up to that time velvets either for trimmings or ladies' dresses had always been

## VELVET HISTORY

Continued from page 7

relatively stiff and heavy fabrics. In fact, velvet dresses were so stiff that if a lady did not care to hang up her gown as soon as she took it off, she could leave it standing on the floor.

But there arose a demand for a softer, drapier velvet, and chiffon velvet, with an organzine ground and spun silk pile, was brought out and offered to the trade. Still later, transparent velvet, perhaps the most fashionable of all velvet dress goods today, superseded the heavier chiffon velvet in public esteem.

**I**N 1901 we built No. 1 mill of the Elm street group. I now begin to speak from my own memory for it was about this time that I became a part of the velvet organization. Our Machine Shop built and installed in the new mill 50 new two shuttle, two-wide looms. The looms were on the first floor and the balance of the building was utilized for warping, finishing, storing and shipping. The next year we built No. 2 and No. 3 Velvet Mills. All of the velvet looms were moved into the new mills from the Forest street mill, and we added enough new looms to fill the first three floors with two-wide double shuttle velvet looms, 324 in all, and the second floor of No. 3 Mill with three-wide looms, eventually totaling 100. The second floors of No. 1 and No. 2 Mills were filled with warping machinery, the top floors were used for finishing, finished stock and shipping, and the basements for quilling, storage and later winding.

In 1905 we developed an entirely new principle of weaving two shuttle, three pick, figured velvet for upholstery purposes, and added a few looms for this purpose.

The most recent important building addition was the velvet weave shed. Considerable study was put into finding the most ideal type of factory building, and when erected our velvet weave shed of single story construction and saw-tooth roof was considered the ideal weave room. We so consider it today. More new two-wide looms were added to our equipment when the weave shed was completed, and we also moved into that space 108 two-wide looms from No. 2 Mill and 100 3-wide looms from No. 3 Mill. The winding, shearing and quilling departments were expanded to fill the space made vacant by moving these

## Lost Bonus Cases Less Frequent

**T**WO important results of the weekly figuring of bonus have been noticeable. These are a reduction in the amount of lost bonus and an appreciable increase in production. The increase in production has resulted in an increase in wages.

In R1A, the percentage of lost bonus for the three weeks preceding weekly figuring, was 7.0%. This figure dropped to 0.2% the first week of the new system. In the Velvet weave rooms, the average of lost bonus for the three preceding weeks was 3.7%, which dropped to 0.03%.

The increase in production in R1A for the first week of the new system was 4% and in the Velvet weave rooms there was a 5% increase. This means an equal increase in wages in both departments, and a corresponding decrease in machine expense. The increase in production has continued.

In 1916 34 additional two-wide modern looms were built and installed in No. 2 weave room, and later 52 four-wide looms were built and installed in the weave shed basement. The latest addition is a magical German Jacquard wire loom, imported and installed in 1929, which weaves a narrow width fabric face up, one piece at a time, with a figure worked out in a combination of cut and uncut pile weaves. This loom produces a beautiful, unusual and high priced fabric for which there is a limited demand.

### Variety of Products

**O**UR present production includes plushes of all kinds, for upholstery and dress goods; velvets and plushes for covering toys and boxes; velvets for millinery of every description, including spun silk, rayon, organzine and cotton pile goods; velvets for dress goods of all kinds, such as chiffon, Panne, transparent and cut-out velvets; coat collar velvets for men's wear; velvets for jewelry boxes and instrument case covering; velvets for artificial flowers; upholstery velours of all kinds, including shadow velvets, Jacquards, uncut velvets, wire Jacquard fabrics, mohair pile plushes for automobile covering, cotton and linen pile up-

holstery goods of many types. In fact, I believe there is no type of pile fabric which our Velvet Department cannot produce.

The velvet business has been one of the great wheel horses of our business. Of late we have been going through a period of the greatest depression in the velvet business which any of us can remember. The fashion for millinery velvets almost disappeared and the volume of the velvet dress goods business did not make up for its loss. However, I believe better times are ahead and I believe that the season of 1931 will show an improvement beginning in January, and that the volume of business for that year will be greater than for 1930.

Mr. Cheney then gave some statistics of the great velvet year of 1923. He told of the amazing total of the value of raw materials consumed by the Velvet Department in that year, and he also named the substantial figure of that year's payroll which was distributed among the 1,100 employees of the department. Mr. Cheney then exhibited a number of the more recent pile fabric productions for both dress goods and millinery purposes, samples of which were hung upon the walls. He also demonstrated the principles of modern velvet weaving by means of a wooden model of a loom which had been installed in the room.

A roast turkey dinner served to 125 members preceded Mr. Cheney's talk. The president, John L. Reinartz, read the list of nominees for office to be voted upon at the next meeting. He introduced William C. Cheney, whose witticisms were thoroughly enjoyed. Harry White and Earle Ballsieper sang solos and Joseph Taggart played the bagpipes accompanied by his son Ernest as drummer. The meeting was arranged by the B. G. Weaving and the Throwing Departments and at press time both departments are still claiming most credit for the success of the entertainment.

## GIRLS' SWIMMING CLASS CONTINUES

The Girls' Athletic Association swimming class, held on Thursday nights at the East Side Recreation Building was renewed the first week in January. Girls interested in joining or forming another class should get in touch with their directors or with Helen B. Darling, president.



# PENSIONED



**ABBIE DUTTON**

Miss Dutton, a winder in the Throwing Department, was pensioned November 1 after a service record lacking one month of thirty-four years. Her home is at 46 St. John Street.



**JAMES WADDELL**

Mr. Waddell was a loomfixer in the B. G. Weaving Mill when pensioned December 15. He had been with the Company forty-eight years. His home is at 29 Birch Street.



**KATE HORAN**

Formerly a preparation worker in the Spinning Mill, Miss Horan was granted a pension effective October 1 at the conclusion of forty-four years in the employ.

## Radio Is Gift To Sun Kiddies

**T**HERE was a happy result to that visit with the Sun Kiddies at Undercliff Sanatorium in Meriden, which we told about in the December issue. The Sanatorium's newest building, erected to house 100 youngsters while they regain health, has a brand new radio, the gift of the Tuberculosis and Cancer Free Bed Fund Association of Cheney Brothers. Upon their return from the sanatorium, members collected the money to buy the radio within a few days.

Following is an excerpt from the letter of thanks sent by Dr. Cole B. Gibson, superintendent, to Robert Fryer, secretary. Mr. Fryer has for many years been one of the most faithful workers of the Association.

November 26, 1930

Mr. Robert Fryer, Sec'y  
Free Bed Fund, Cheney Brothers  
South Manchester, Conn.  
Dear Mr. Fryer,

Please let me express to you personally, and to the other members of your Association, our very sincere thanks and appre-

ciation for the gorgeous Bosch radio which you have so kindly sent to us for use in our new Infirmary Building.

I cannot begin to tell you how much we appreciate this evidence of thoughtfulness on your part, and you may be sure that the instrument will provide amusement and entertainment for our children patients during many long hours that might otherwise become tedious . . . ."

The radio was obtained at a very reasonable price through the generosity of Ernest T. Bantley, proprietor of the Center Auto Supply Company of Manchester, and W. G. Miller, president of the H. M. Tower Corporation of New Haven, radio distributors.

Answering a letter of thanks from U. J. Lupien of the Industrial Relations Division, Mr. Miller said:

"I have every reason to believe that your Association is fully aware of the wonderful work that is being done at Undercliff, not the smallest part of which is the sympathetic and efficient attitude of the management and general personnel of the institution, an opinion which I gathered when I visited a poor little chap there one

Sunday several weeks ago.

"While I do fully appreciate your kind expression in your letter addressed to me, I should like such credit as you may consider to be due to be given to Mr. Ernest T. Bantley of South Manchester, who called the opportunity to our attention in the first place . . ."



## CLUB WILL VISIT BON AMI FACTORY

**T**HE Get Together Club will be entertained at a dinner and inspection tour of the Bon Ami Company factory, 75 Hilliard Street, January 13. William W. Robertson, secretary-treasurer of the Company, will be host. A Chicken a la King supper will be served at 6:30 in the factory. The Dressing and Spinning Departments are in charge. Herbert Ingham and Karl Johnson head the committee.



Foremen who do not receive the right number of copies of Cheney Silk News should notify the Editor, telephone 255.

## What's Happening in Departmental Meetings

### Weaving Mill

SEVERAL interesting subjects including the cancelling of premium earnings of loomfixers for some commissions and the marking of creeping warp threads against the weavers' quality were discussed at the Weaving Works Council meeting December 4. Representatives gave the point of view that taking print qualities off premium reduces the premium earnings of loomfixers, and that the loomfixers cannot make up this loss by additional production. It was suggested that premium was not originally given to the loomfixers and smashpiecers as an addition to their wages for good quality, but that hourly rates were adjusted at the same time so that the total wages remained the same. Records were consulted and it was found that hourly rates were *not readjusted* at the time premium payment was first given to these classes of workers. It was stated that premium was paid as an incentive to attainment of high quality, and that where such high quality standards are not necessary Cheney Brothers feel warranted in discontinuing premium. Austin Cheney stated that there would be no change at present in the method of figuring for loomfixers.

The opinion was expressed that creeping warp threads in satins should not be marked against the weaver, since with care in trimming these can be eliminated and the quality of the finished goods is not impaired. Two pieces trimmed by the fixer were put through and finished; these pieces showed very few creeping threads in the finished goods. The management felt that the weaver should be paid premium for the cloth as taken from the loom and not for the cloth as trimmed, and that weavers earn premium for making high quality and not for having a trimmer convert the weavers' cloth into high quality. It was decided to give this matter further study.

A representative raised the question of how long a weaver should be allowed to stay on a stand of looms and continually lose bonus. It was felt that this matter was up to the management and that such weavers were being closely watched and placed on a piece rate basis.

At the November 6 meeting, the question was brought up whether upholstery weavers' credit ratings were affected by their being required to run two looms. It is impossible to keep the weaver on two looms since upholstery warps run for an average of only about ten days and also because of constant variation in the amount of orders received. It was explained that it is difficult to draw any conclusions except in specific cases: the credit rating of several weavers who have been running two looms most of the time was checked and it was found that their size job had not been decreased.

### Clerical Workers

THE question of paying clerks for overtime was brought up at a meeting of the Clerical Works Council December 10. This matter had been satisfactorily adjusted nearly a year ago but it was felt that there should be a clear cut rule relative to payment for overtime.

The rule relating to payment of overtime was read and Horace B. Cheney explained the following principle: that if a small amount of overtime is required of a clerk to finish the regular job which the employee is expected to do, no overtime is paid. If, however, something special outside the regular job is requested of the clerk, overtime is then paid. He stated that the rule could not be made hard and fast, because there should be a certain amount of latitude so that the supervisor may exercise discretion as to whether or not overtime should be paid. Timekeepers have been instructed to honor any superintendent's request for payment of overtime in excess of the regular working schedule.

Mr. Cheney stated that he did not believe in overtime as a regular procedure and that the Company felt that if it was necessary to have regular overtime an additional person should be employed. The Company, he said, is doing its utmost to reduce clerical overhead whenever possible by simplification of records, etc. He cited the change recently made from daily to weekly bonus and said that the introduction of standard costs had made possible a reduction in the clerical force.

It was reported that many com-

plaints are heard from clerks who receive deductions in their pay when tardy, even though they more than make up the lost time in overtime. In response to this, Mr. Cheney stated that it was necessary to run a business on an exact time schedule and some method must be used to compel employees to report on time.

### Auxiliary Division

THE activities of the General Emergency Employment committee which is endeavoring to aid the unemployed of the town were described by Mr. Hale at the Auxiliary Division departmental meeting December 11.

The Rent Department has been requested to consider releasing further inside painting work on tenements, to increase the working time of painters and reduce the amount of lay-off.

A representative who requested information concerning the inspection of ladders was informed that the Safety and Sanitation Department inspects all ladders in the plant yearly, but that this inspection does not relieve foremen of responsibility for ladders used in their departments and it is their duty to have ladders repaired when necessary.

### Dyeing, Printing, etc.

THE question of a bonus for printing mufflers and flags was raised at the meeting of the Piece Dyeing, Printing & Finishing and Yarn Dye Departments and the representatives were advised that this had already been provided.

A representative reported that the bell on a tenter in the Finishing room does not always ring when there is no more cloth in the washer pan. This matter, and also the advisability of having some way to signal the tenter operator when too much cloth collects in the washer pan, will be looked into.

The necessity of repairing seams on printed goods after crepe drying and prior to tenting was brought up. An investigation will be made to see whether this sewing of seams cannot be done away with.

A representative reported that the cloth housing around the dye machines in Yarn Dyeing was badly torn so that steam got around the room. These cloths will be renewed.

## Over 500 Service Pins Given To Employees

The annual awarding of service pins took place during Christmas week and on Saturday, December 27, a special ceremony was held at the Main Office for the awarding of the fifty and forty year service pins. These groups included three members of the firm, Robert Cheney, Charles Herman Cheney and Horace B. Cheney.

### 50 YEARS

Robert Cheney ..... Main Office  
Elizabeth Harrigan ..... Spinning  
James Wright, 2nd ..... B. G. Weaving

### 40 YEARS

Horace B. Cheney .. Financial & Economy  
Charles Herman Cheney .. Traffic Division  
William Ford ..... Sweeping  
Charles J. Hansen ..... Dressing  
Carl A. Johnson ..... Throwing  
Adolph Krause ..... Purchasing  
Wilbur D. Loveland ..... Throwing  
Alexander Madden ..... B. G. Weaving  
Debora McCann ..... Throwing  
Thomas McKinney ..... Velvet  
David Osborne ..... Dye & Finish  
Frederick H. Parker

So. Manchester Water Co.  
Edward Stanfield ..... B. G. Weaving

### DRESSING MILL

30 Years: Mary Salvatore (pensioned).  
25 Years: Patrick Tierney, William Daunss,  
Anton Gudaitis.  
20 Years: Ellis Callis, Thomas Brown,

## Throwing, Winding, etc.

THE running condition of winding 20/22 Japan boil-off was reported satisfactory at the December 16 meeting of Works Council representatives of the Throwing, Winding and Spooling Departments. Experiments are still being carried on to eliminate fuzziness on the finished yarn of this stock.

Shades have been ordered for windows in W3B where needed and window strips to cover sixty-six windows in Winding and Spooling will be installed as soon as they arrive.

In response to a complaint that employees have to stand outdoors in bad weather while waiting for the morning train at North Manchester, arrangements have been made since the meeting, to have the station opened at 6:40.

An employee representative requested that heating coils in RIC be extended along the entire north wall. This matter will be investigated.

In a discussion of weekly bonus payment employees stated that the workers are satisfied with the new method.

August Schmidt.

15 Years: Antonio Innocenti, Joseph Favre, Alessandro Urbanetti, John Frisell, John Neubauer, Mary Proctor, Mary McConville, Frank E. Rosenberger, Albert Petrowski.

10 Years: Ernest Evans, Malama Shirinian, Louis Monaco, Justin Chetelat, Matthew Zuranskas, Joseph Wood, Agnes Curran, Fred Young, Sarah McConnell, Katheryn Gustafson, William Nackowski.

5 Years: Annie Haberern, Beatrice Cavanaugh, Sophia Sadeska, Anne Campbell, Maria Morano, Barney Kolkoski, Sr.

### LOWER MILLS

30 Years: Mary L. Harrington, Herman Behrend, Irving W. Keeney.

25 Years: Paul E. Lamprecht, Fred Warnock.

20 Years: Joseph Johnson.

15 Years: Clifford House, Gustaf H. Janson.

10 Years: Robert Porterfield.

### YARN DYE HOUSE

30 Years: Samuel Brown, James Murphy.

15 Years: Bartholomo Foglio.

10 Years: Frank Marchetta, Anthony Sakas.

5 Years: Alexander Irwin.

### CRAVAT DEPARTMENT

30 Years: Valentine Filiere.

15 Years: Arthur Larder, Margaret Johnston, William Dietz.

10 Years: Mary Moonan, Emma Hurlburt, Mary Cervini, Fannie Millard.

5 Years: Mildred Goldsnider, Katherine Adams, Mary Pietro, Elizabeth Lielaus, Julia Lovett, Minnie Lombardo, Ruth Henderson.

### VELVET MILL

30 Years: Frank Kwash, John A. Olson, Thor Gustafson, Albin Carlson, John H. Anderson.

25 Years: Charles H. Johnson, Albert Wilkie, Carl Thoren, John McNeil, Albin Anderson, John A. Larson, Charles Lashinski, William Custer, John Albiston.

20 Years: Louis Reimer, Jacob Demko, Louis Peck, Kostanty Kose, George N. Rudin, Vittorio Gado, Mike Adams, Alec Litvinczyk, John A. Johnson, John Janicki, John A. Anderson, Charles Obuckowski, Jacob Thurner, Fritz Ulbrich, Eric Nelson, Rudolph Hopfer, John Klein.

15 Years: Robert Wilson, Joseph Gazdzicki, Lukas Piescik, Carl Arvid Anderson, John Lukas, Ethel Dillon, Helen Schnell, Rudolph Haupt, Robert J. Adams, Domenico Andreo, Karl Nelson, Gotardo Smachetti, Frank Stipsits, Johann Weiss, Joe Cerrutti, David Johnson, Joseph Felice, John Bonczek, Joseph Kayan.

10 Years: Grace M. Sherman, Minnie Cavanaugh, Elizabeth Fulton, Nellie Markley, Joseph Grzyb, John Blackwood, Stephaniela Kochin, Raymond Kulpinsky.

5 Years: Victoria Myhalony, John Steiner, William Richter, Marcella Karpin, Peter Klecha.

### B. G. WEAVING MILL

30 Years: Sarah Gleney, Stanley Roe.

25 Years: David Muldoon, Annie Wabrek, Julia Donze, Kate Adamy.

20 Years: James W. Stevenson, Nellie Woodhouse, William Sinnamon, Harry Robbins, Robert Dowd, Paul Carter, John McCollum, Robert Smith, Irene Bulla, Joseph Wier, 2nd, John Zwick, William D. Black, William R. Kennedy.

15 Years: Roger Williams, Emma Faletti, Juliette Casagrande, Francis McClelland, Louis Laine, Albert Weir, Arthur Butler, Thomas Toman, James Taylor, John McConville, Robert Symington, Joseph Sinnamon, Felix Jesanis, Michael Desimone, Joshua Flerming, Flora Nelson, Francesca Miroglio, Stewart Taggart, Joseph McCaughey, Alexander Wilson, Richard Shea, Guiseppe Patelli, Peter Janiszewski.

10 Years: Margaret Turkington, William Agostinelli, Rocco Macri, Edward Moonen, Minnie Poots, Minnie Mercer, Mary Strong, Edith Lange, Louise Johnson, Elizabeth Powers, Philip Cervini, Eliza Ferguson, Adolph Viot, Francesco Scudieri, Alexander Miller, David Robinson, Sherwood Fish, John Chapdelaine, Charles Evans, Margaret Hentschel.

5 Years: Emil Schultz, Thomas Klein, John Stamler, Earl Bissell, James Lennon, Jr., Joseph Lawless, Susan Lashay, Elizabeth Stavnitzky, Clara Andre, Mary Taggart, Mary Reggetts, Bernarda Merinino, Nellie Klein, Jean Burns, Mildred Kashady, Anna Pugliese, Dorothy Brennan, Rose Smith, Kenneth M. Bentley, Fred Field, Norman B. Jones, Thomas Kane, David Wilson, Thomas Sargent, Katherine Modean, Ida Jarvis.

### THROWING MILL

25 Years: Nellie Thayer, Mary Callahan.

20 Years: William Sheekey, Christine Frederickson, Lizzie Sargent, Sarah Tallon, Sarah Stevenson, Annie McIntosh.

10 Years: Joseph Raimonda, Evelyn Drake, Helen Frederickson, Frances Lashay, Mary Sterling, Virginia Ansaldi, Olga Davis, Ruby Gallagher, Pierina Zeppa, Susie Lewis, Pauline Merenino, Helen Gleason, Arlene Hutton.

5 Years: Eugenia Bycholsky, Myrtle Riskey, Annie M. Murphy, Emma Montgomery, Nellie Mastropietro, Susie Suhie, Samuel Irwin, Thomas Gleeson, Mary Christian, Catherine Slisz, Catherine Baltulinis, Agnes Gabbey, Alice McCavanagh, William H. Hall, Stephen Frey, Jr., Sarah Ritchie, Nellie E. Boukus, Grace Baker, Nora Birath, Alice Rowe, Catherine Hassett, Annie Cassells, Hilda Nielson.

### SPINNING MILL

30 Years: Clara Gallagher, Emelia Martinson.

25 Years: Tish Bennett, Hannah Humphries.

20 Years: Lawrence F. Moonan, Josephine Collins, Joseph Irons, Anna Gustafson, Elizabeth H. Johnson.

15 Years: Hugh B. Moriarty, Elsie Kroll, Joseph W. Skoneski, Anna Senkbeil, Orsola Patelli, Annie Pfeffer, Lillia Ritchie, Angela Balliano, Innocenza Gatti.

10 Years: Meniga Giannatti, Marie Gud-

Continued on next page

Continued from page 11

- zunnas, Caroline Binks, Maria Cerrutti, Josephine Lucas, Louise Valente, Walter C. Edwards, Edward Wilson, Russell Irwin, John Fox, William Crockett, William Schnell, Stuart Nelson, Jennie S. Smith, Merrill Dickinson, Marie Piescik, Ella Burbeck.
- 5 Years: Mary Hilderbrand, Lillie Jewell, Stella Jarvis, Anna Moriarty, Edna Buck, Ralph R. Russell, Genevieve Rykoski, Lucy Mattice, Emma Getzevich, Mary Stevenson, Benedetta Plano.

#### OUTSIDE LABOR, POWER AND HEAT MACHINE, ELECTRICAL AND ENGINEERING DEPTS.

- 30 Years: Daniel Haggarty.
- 25 Years: Samuel Fisher, Patrick Clune, John Anderson, Max Wegner.
- 20 Years: Charles Erdin, Stephen Ososky, Herbert Robinson, Mike Adams, David Hadden, Frank Murphy.
- 15 Years: Lawrence Durfee, Joseph Hanna, Fred Morrell, William McCaughey, Victor Johnson, William G. Leggett, Michael Mooney, Fred Corbett, Constantino Urbanetti, Pasquale Buccino, Oswald Fisher, David McKee.
- 10 Years: Leon Schaller, Hubert A. Alley, Harley W. Miner, Fred Kleinart, William J. Boyle, Stanley Astrauckas, James Finnegan, Jr., Frank McLaughlin, August Van Hone, Axel Swan, Vincent Zableskas, Joe Dabasiniski, Domenick Giannetti, Charles H. Small, William H. Hewitt, Doris Brownell, Hayden Griswold.
- 5 Years: Frank X. Dion, Frank Bronkie, Callis M. Richards, Louis Fracchia, Daniel Sokolowski.

#### DYEING AND FINISHING

- 30 Years: Fred Wippert, John McCann.
- 25 Years: Robert Turkington.
- 20 Years: Felix Mordavsky, Pietro Giordano, Anton Chellberg, John J. Simmons, Otto Custer, Paul Kristoff, John Habernern, Andrew Klein, Thomas Haddock.
- 15 Years: James Gabbey, John Schutz, James McNalley.
- 10 Years: William J. Brunelle, Ward Dougan, Adam Thier, Michael Kotsch, Jacob Herman, George Andrulot, Joseph Forbes, Lisco Stentella.
- 5 Years: Frank W. Gainey, Edward Gorman, Harry Clegg, Sherwood Bissell, James McPartland, Max Rubacka, Raymond L. Hanson, Samuel Dunlop, Peter Rowe, Irene Jolly, Margaret Henderson, Martin Mayer.

#### WINDING AND SPOOLING

- 25 Years: Grace Brown.
- 20 Years: Lillian Hicking, Kate Evans.
- 15 Years: Belle Turkington, Ward Strange, Sarah Herron.
- 10 Years: Violet England, Minnie Cole.
- 5 Years: Madeline Osella, Beatrice Leduc, Martha Turkington, Doris McIntosh, Louis Viot.

#### MANUFACTURING CONTROL

- 30 Years: Albert E. Behrend, Adella Hanson, Austin Cheney.
- 15 Years: Arthur F. Lashinske.

#### PRODUCT ENGINEERING

- 15 Years: Harold L. Preston.
- 5 Years: Gertrude Hagedorn.

#### INDUSTRIAL RELATIONS

- 30 Years: Barthold Schultz, James Crossen.
- 25 Years: Michael J. Barry, Elizabeth Kennedy.
- 20 Years: Moses Powers, Andrew Suhey, Samuel Brown, Thomas Heffron.
- 15 Years: Herbert McCann, Joseph Stevenson, William Tallon.
- 10 Years: Eispeth Donaghy, Dr. Robert P. Knapp, Ulysses J. Lupien, Melville L. Stacy, Gladys Washkiewich, Nellie Patenaude, August F. Frachey, Alexander Gabbey, Raymond Jones.
- 5 Years: Anna Klecha, Pietro Capra, Alfred Chagnot, Clara Palmer.

#### CONDITIONING AND TESTING

- 30 Years: Mary Trebbe.
- 10 Years: Mark N. Holmes.

#### QUALITY CONTROL

- 30 Years: Elizabeth Smith, John McCluskey, Lena Balkner, Katherine Sullivan.
- 25 Years: Mabel Corder.
- 20 Years: John Turkington, George Rowsell.
- 15 Years: John Miner, Amy Olson.
- 10 Years: Leonard Cleveland.
- 5 Years: Gertrude Kenton, Joseph A. Hoher, Herbert Kerr, Elsie Warnock.

#### SCHEDULING

- 30 Years: Joseph Chambers.
- 25 Years: Sarah Sinnamon, Otto Nelson.
- 20 Years: Victor Bronke, Frank Petraitis.
- 15 Years: Raymond Sadrozinski.
- 10 Years: John Hartnett, Mary McVeigh, Joseph Flavell, Paul Ballsieper, Arthur Starkweather, Joseph Pentland.
- 5 Years: Otto Hauelsen.

#### PRODUCTION AND COMPENSATION RESEARCH

- 30 Years: Minnie Wilson.
- 25 Years: Joseph Moore.
- 20 Years: Edwin McCullagh.

- 15 Years: Gustaf Peterson, Paul Cervini, Ray C. Pillsbury.
- 10 Years: John W. Lang, Robert Pratt.
- 5 Years: Irene Genovese, Henry Greze, Edna Johnson, Earl E. Anderson, Albert H. Merrer.

#### TABULATING

- 15 Years: Harry Maidment.
- 10 Years: Evald Matson.
- 5 Years: Alice Fegy.

#### ACCOUNTING

- 30 Years: James Richmond.
- 20 Years: Helen M. Gould.
- 5 Years: Beatrice E. MacDonald, Robert Boyce.

#### PURCHASING

- 20 Years: Albert A. Howland.
- 15 Years: Robert R. Templeton.
- 5 Years: Viola M. Johnson.

#### CRAVAT SHIPPING

- 10 Years: James McCullough.

#### CHEMICAL LABORATORY

- 10 Years: Mildred Wright, Fred Finnegan.

#### FINANCIAL & ECONOMY CONTROL

- 15 Years: Charles E. Rogers.
- 10 Years: Samuel Calvert, Jeannette M. LaShay.
- 5 Years: Germinale Desplangue.

#### NEW YORK OFFICE

- 20 Years: Harry V. Clark, Joseph Gsell, Edward Shafer, W. C. Spoerl.
- 15 Years: Robert Kane, William Vogt.
- 10 Years: Patrick Newman, Minnie Werner.
- 5 Years: Antoinette Accardi, Arthur Aylward, Whitney Brautigam, Frank W. Brennan, Margar et Cribbin, William Cummins, Evelyn Dahlstrom, John L. Eich, Christian Epp, Edward Grubbs, Paul Hanrath, Peter Hoffmeister, John Kohler, William Lewis, Louis Minet, Arthur Osberg, Andrew Wenzell, Frank Bennett.

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#### SPECIAL GROUP OF IMPERFECT

#### 39" TRANSPARENT VELVETS

In black and colors

Also —

#### 36" SUNFAST CURTAIN GAUZE

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#### LINGERIE MATERIALS AND

#### MORE SALESMAN'S SAMPLES!

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