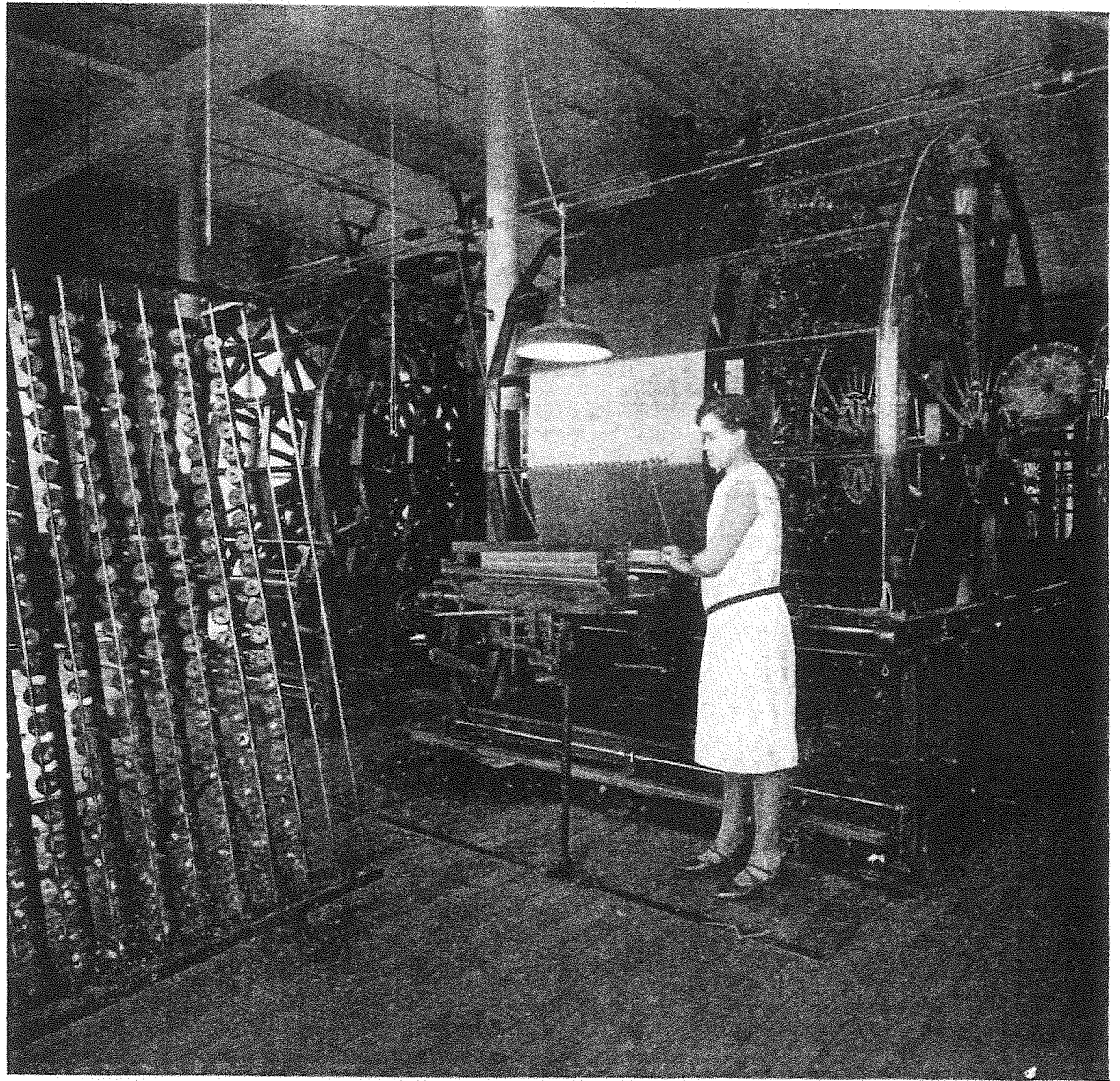


CHENEY SILK NEWS



JUNE 1930

Vol. 1

No. 3

PUBLISHED BY
CHENEY BROTHERS
SOUTH MANCHESTER, CONNECTICUT



ALBERT JACKSON

The chairman of employee members of the Works Council, Albert Jackson, has been with Cheney Brothers sixteen years and is now serving his fifth term on the Council. He represents the Weaving and Loomfixing Departments of the Broad Goods Weaving Mill, where he is employed as a smashpiecer.



MARTHA POPPLE

Miss Popple, now in her sixth year as a Works Council representative, has served on the Council longer than any other employee. She will soon reach her twenty-sixth anniversary in the employ. Miss Popple is a winder in the Winding & Spooling Department, which she represents.



JOHN CARGO

Mr. Cargo, whose job is process inspecting at the Dyeing & Finishing Mill, represents the Finishing, Folding and Shipping Department. He is another long-service representative, with a record of twenty-one years in the employ. He has been elected to the Council four successive years.



ALMERON HOLLISTER

Another representative of the Weaving and Loomfixing groups in the Broad Goods Weaving Mill is Almeron Hollister, who has been with Cheney Brothers for twelve years. He is now in his fifth term as a Works Council member, having served the last four terms continuously. He is a weaver.

Story of 370,538 Bottles

Milk Successfully Distributed For Two Years
One Sixth Of Employees Buy It Daily

LIKE the itinerant ice cream vendor—that magnet for the spending money of the very young generation—the milkman who daily visits the Cheney plant receives a royal welcome.

Every morning two trucks make the rounds and deliver a cargo of milk. Employees drain their pint or half pint bottles, and go on with their work refreshed.

The distribution of milk will have a second anniversary June 25th. On that date two years ago the Cravat Department and the Machine Shop indulged for the first time in quaffing a reviving draft of milk. The idea immediately became popular in all of the departments and a daily route was established throughout the plant.

One sixth of the employees buy milk every day. The grand total of bottles sold to date is most imposing. On April 1st last the figure had mounted to 370,538, including both the half-pint bottles of milk and the pint bottles of buttermilk.

An interesting sidelight is the demand for buttermilk, which constitutes about one-third of the sales. From 140 to 200 bottles are sold daily. Research into this aspect of the subject brought to light the fact that many women and girls are reluctant to buy milk, which they consider fattening. Buttermilk solves the problem. Another reason for the popularity of buttermilk is the size of the bottle, twice as big as the whole milk ration, yet selling for the same price. Naturally, many who want to get the most for their money reach for the big bottle.

Cheney Brothers gave hearty approval to the project of having milk delivered when it was first suggested. The practice is well established in the more progressive of the country's industries, which realize its value in building up the health of workers.

Order prevails in the distribution. The job requires four men who distribute an average of 600 bottles daily in about two hours. They leave

their wares in each department, collect "tokens" instead of money for payment, and gather up the empty bottles. The system has been planned so that the transaction can be made in the shortest possible time with the greatest possible neatness and efficiency. One of the agreements of the sale is that the employees drink the milk soon after receiving it so that the milkman can collect the empty bottles without delay. The system is now so well oiled that it works easily, bothers nobody and benefits everybody.

Service Aides and other persons are delegated to sell "tokens," pieces of metal resembling coins, at the rate of five cents each, the milkman does not have to bother with change. He presents the tokens to Cheney Brothers and receives a check for them. Although Cheney Brothers handle the cash for convenience, the milk is sold by the distributor, W. K. Straughan of South Manchester, directly to the customer, and is not sold to Cheney Brothers.

Cheney Brothers supply drinking straws which can be thrust through the paper caps of the bottles. Caps and straws are left inside the bottles, ready to be quickly collected by the milkman.

Found Few Changes To Recommend

ALL suggestions made by the Safety and Sanitation Committee of the Works Council during its annual inspection of the entire plant have been acted upon and the proposed improvements have been completed.

The Committee found the plant in excellent condition and made only five criticisms. Last year the Committee found it advisable to make twenty recommendations for changes, and in all of these cases the advice of the inspectors was followed.

On the Committee were Miss Nellie Roch of the Velvet Mill and Joseph Lyttle of the Yarn Dyeing

Department. Herbert McCann, inspector of Plant Safety and Sanitation, made the entire tour with the Works Council representatives. At each department they were joined by the superintendent and the Works Council representative for that department. U. J. Lupien, Assistant Manager of the Industrial Relations Division, also took part in the inspection.

The recommendations acted upon follow:

Spinning Mill Safety

1. We recommend that a high voltage sign be placed at the entrance to motor located at the east end of S1A.

Sanitation

1. We recommend that new zinc covering be placed on drip board of sink located at east end of S1C, Spinning Room.

2. That three broken window lights be replaced over entrance to toilet at west end of S3C.

3. That the latches on the following toilet doors be repaired: west end of S1A, east end of S2B, and east end of S3A.

B. G. Weaving Mill

1. Repair door latch on two toilet doors located at east end of R1A Weave Room.

All other departments of the plant were inspected and no conditions requiring correction were found.

Tells How Funds Are Distributed

WHAT happens to the funds of the Benefit Association was told by Howell Cheney, head of the Industrial Relations Division, at the monthly meeting of the Works Council in the Executive room, Main Office, May 19th. A detailed account of his talk is given elsewhere in this issue.

Joseph Lyttle, employee representative in the Yarn Dyeing Department, has tendered his resignation owing to a new job which makes it difficult for him to attend meetings. A substitute will be named at the June meeting. The statement of the resignation was read by U. J. Lupien, assistant manager of the Industrial Relations Division, who is secretary for the council.

What's Happening In Departmental Meetings Of Works Council

A MEETING of the Velvet Departmental Works Council was held May 21st. It was stated that the employees in V4A (Velvet Weave Shed Basement), weaving on commission 3,262 (wide looms), were dissatisfied for several causes:

1. The weavers did not like the light on account of dark shadows on reed and harness.
2. Atmospheric conditions were not as good as in regular weave rooms.
3. Short warps caused so much twisting time that the average earnings on one commission were not as great in this room as the earnings of weavers in the shed on the same commission, on three in width looms.

Austin Cheney stated quite frankly that he recognized that the working conditions were not as pleasant and satisfactory in the basement room, working all day under artificial light, as in the weave shed with a sawtooth roof and all day north daylight. He promised to confer with John Reinartz, head of the electrical department, and see if any improvement could be made, without excessive cost, by slight changes in the location of lights to see if shadows could be overcome, but that if the cost was too great he could not approve of it because these looms were only planned up until the first part of July.

Mr. Cheney said that the atmospheric condition had already been investigated and that on account of the estimated cost of improvement being so great, he could not approve any charge for the very slight change that could be effected.

With figures taken from pay records, he showed that the earnings of these weavers were only 95 cents a week less than weave shed weavers on the same quality and pointed out the reason for this slight difference: namely, that these weavers had been working on gray goods (gum silk and rayon) for several years when they were suddenly taken off gray goods and started on black spun silk, and that the average earning figure had been taken over this learning

period and without doubt the earnings of these weavers would soon be equal to the others.

It was also explained by Mr. Cheney that on account of the delivery date required on the weaving of this quality, it had been necessary to start a large number of looms, and the order being limited to 3,600 pieces, the only possible way delivery could be made was through the use of short warps.

AT the Auxiliary Division Works Council meeting May 15 several problems relating to employee relations were presented and discussed. The discussion included statements of Cheney Brothers' policy which seem worth mentioning here.

Stephen C. Hale, head of the Auxiliary Division, explained the Company's policy of retaining long service employees. He said, however, that such factors as reliability, ability to do the required work, and efficiency in performance were also considered.

The Carpenter Shop, having been on short operation for a considerable period, presented the problem of transferring woodworking jobs to that department wherever they had been done at the Machine Shop or other places. Mr. Hale explained that it was Cheney Brothers' policy during short time operation to even up the work among the various Auxiliary Departments as much as possible, particularly for work which could be transferred from a department working more nearly full time than that to which the work would be transferred. Such transfer of work, however, would be made only if satisfactory results could be obtained. In this particular instance the Machine Shop was directed to review this policy and assist in this evening-up process.

The question was put up why there has been a reduction in case making at the Carpenter Shop, and it was explained that Cheney Brothers now use plywood cases which come ready to be nailed together at short notice. The advan-

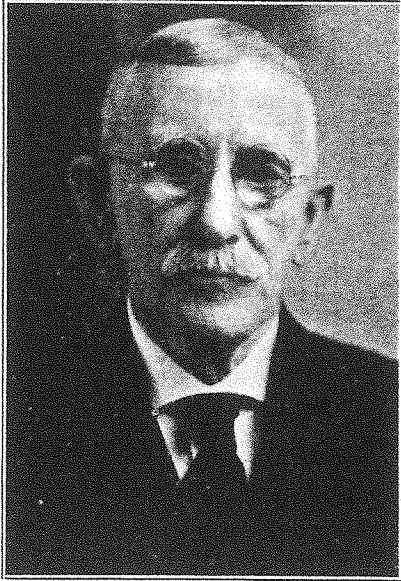
tages to Cheney Brothers are a great reduction in costs, a greater flexibility in supplying customer requirements at short notice yet with small inventory of stock, and savings in express and freight on account of lighter weight. Only a few special cases are now being made at the plant. There was one full time man in the Case Making Department and this situation was taken care of by transferring this man to General Stores where he assembles the plywood cases and does other Stores work.

The Spinning Mill group met May 1 and the Dressing Mill held a Departmental meeting May 2.

The meeting of the Ribbon Mill Departmental Works Council on May 21 was devoted to further explanation of the new grouping of time allowances on various operations in the Cravat Department. These groupings were approved at the April 25 meeting, when it was explained that the operations disposed of are Hemming, Pressing and Inspection, Trim and Character Band. The employees in each group affected by the change were represented at the April meeting by a Works Council representative and an employee from each group.

The Departmental Works Council members of the Throwing, Winding and Spooling Departments held a discussion on the condition of spindles at the May 14 meeting. Members felt that an inspection of spindles should be held after a machine has run out. It was stated that in ordering new spindles the four spring type will be substituted for the two spring type now in use.

A discussion was held on the time allowed for starting up and running out machines, and also of the inconvenience caused in changing guides when a machine is changed from organzine spool to tram spools. The latter matter will be investigated, and also the breaks caused when the machine has been stopped for oiling flyers.



JOHN MITCHELL

JOHN MITCHELL, who reached the age of seventy in Cheney Brothers' employ, was pensioned June 1st.

Mr. Mitchell had been with the Company for more than a quarter century. He obtained work as a teamster in the Outside Labor Department on April 23, 1904, and during many years on this job, became a familiar figure throughout the plant.

Eight years ago he was transferred to the Velvet Mill as a sweeper, and he held this position until retirement.

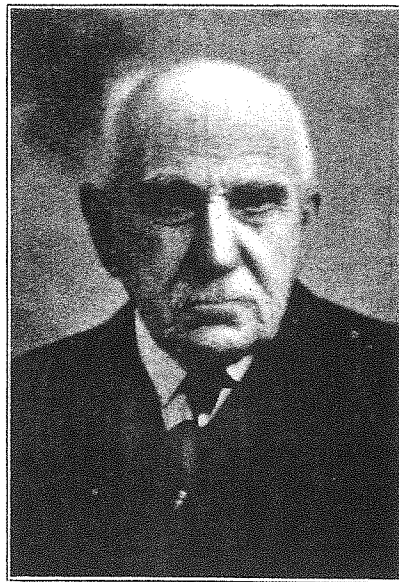


WILLIAM B. LULL

FORMERLY a weaver in the Broad Goods Weaving Mill, William B. Lull, 74, was granted a pension May 19th. He came to the Company June 22, 1903, and after serving as a weaver for many years, became a sweeper. His last job was quill cleaning in the Broad Goods Weaving Mill.

FORTY years and seven months of continuous service is the remarkable record of John Kongiebel, who was retired by Cheney Brothers on June 1st at the age of seventy-six.

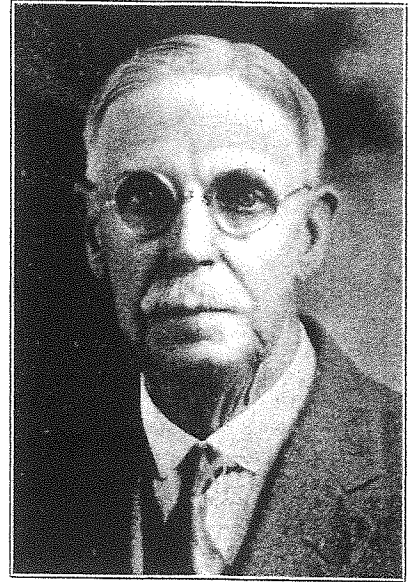
Mr. Kongiebel was a member of the Outside Labor Department and had charge of the stables for many years, starting on this job when the Company first had horses. At the time of his retirement, he was engaged in pumping gas for trucks. Mr. Kongiebel's first day of work with



JOHN KONGIEBEL

Cheney Brothers was October 7, 1889.

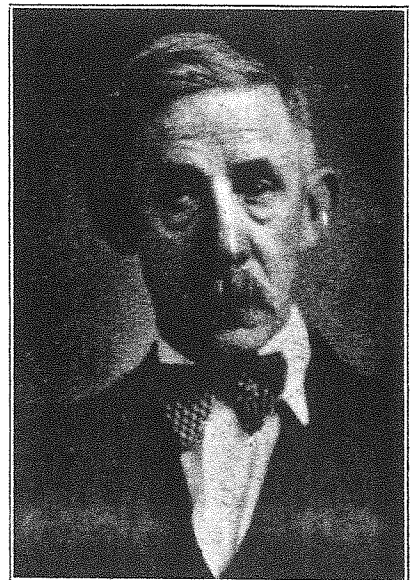
SVEN ADOLPH LINDBERG, an employee with thirty-two years and six months of continuous service, received a pension on May 12th. Mr. Lindberg, whose home is at 47 Myrtle Street, South Manchester, was a sewer on gray goods in the Print Room of the Dyeing and Finishing Mill at the time of his retirement, and had previously been employed as a gum kettler. He first came to work for Cheney Brothers May 1, 1887, and after a break in



SVEN A. LINDBERG

service was employed continuously from September 27, 1897.

ONE of the group of five men who received pensions during the past month is Thomas Wright, 59, who worked as a weaver in the Broad Goods Weaving Mill until he left employment. Mr. Wright came to work for Cheney Brothers August 16, 1897, and has a service record of thirty years and six months. He left the employ two years ago on account of illness. The pension, granted in May, antedates to April 1, 1930.



THOMAS WRIGHT

Equal Distribution Is Aim

Within Another Year Benefit Association Will Have Paid \$2,000,000, For Which Members Contributed \$850,000

THE most equitable method of distributing the funds of the Benefit Association has been a problem that has had the constant attention of the trustees for the twenty years of its existence. In apportioning the benefits, the aim has been to give benefits in proportion to contributions.

It is realized that an exact proportion can never be achieved and consequently Cheney Brothers each year contributed 25% of whatever the members contributed, knowing that the distribution of this portion would not disturb the rights of the members if they received dollar for dollar of the money they contributed.

An important change was made early in the history of the Association when the amount of contributions from members was reduced. For full members, the amount was reduced from 2% to 1½% of the average wage of the classes, and for limited members a reduction was made from 1½% to 1%.

Later, several steps were taken to equalize the proportion of benefits among the different groups of members. Eleven years ago it had become apparent that the limited members of both sexes were getting more in sick benefits than they were entitled to, and that the women who were full members were also drawing more than their share. Consequently, it was decided in 1919 that all members of these groups, that is, limited members of both sexes and the women full members, would be entitled to fewer weeks of sick benefits than had formerly been allotted.

A review of the history of the Benefit Association during the last ten years reveals the fact that there have been a number of changes made in the by-laws which have resulted in increased benefits to members. The trustees have always felt that it was more beneficial to a larger number of individuals to receive benefits in the form of sick and death benefits rather than in the form of dividends. In accordance with this policy they have constantly sought to

make changes which would gradually reduce dividends that would be available for distribution and disburse benefits in other forms.

Benefits Increased

THE following list shows the major changes which have resulted in increased benefits:

1. In 1920 classes F and G were added, thereby increasing the limit of sick benefits from \$12.50 to \$17.50 per week and death claims from \$650 to \$910.
2. Prior to 1923 the death claim of

persons who were retired on pensions was automatically reduced to \$130. In that year the limit was raised to \$390.

3. In 1924 pensioners were allowed to carry the same death claim after being pensioned as they carried before pensioning.
4. In 1924 the death claims of all full members were doubled with no increased contributions.
5. In 1924 full members who had received the full limit of sick benefits and were still disabled were allowed to continue contributing for death claims, at the suggestion of the Works Council.
6. In 1925 the male full members who joined after April 1, 1919, were allowed 52 weeks of full benefits instead of 26 weeks.
7. Prior to 1925, full members who were laid off or who left the employ for any reason and who were over 45 years of age when they returned to work, could only be reinstated as limited members. In that year, the by-laws were amended

TWENTY-YEAR SUMMARY OF BENEFIT ASSOCIATION

NOVEMBER 1, 1910 to MARCH 29, 1930

TOTAL CONTRIBUTIONS RECEIVED FROM MEMBERS IN THE FORM OF DUES		\$ 787,949.89
BENEFITS PAID IN CASH FROM THE FUNDS OF THE BENEFIT ASSOCIATION		
Sick and Maternity Benefits (86.39 Dowries)	\$571,371.49	
Death Claims	191,016.00	
Annuity Benefits	1,084.20	
Withdrawal Payments	86.75	
Dividend Payments	183,253.26	
		\$ 946,811.70
BENEFITS PAID IN CASH BY CHENEY BROTHERS AND NOT TAKEN FROM THE FUNDS OF THE BENEFIT ASSOCIATION		
Accident Benefits	115,454.28	
Pensions	665,453.36	
		\$ 780,907.64
BENEFITS PAID IN SERVICES BY CHENEY BROTHERS AND NOT TAKEN FROM THE FUNDS OF THE BENEFIT ASSOCIATION		
Surgical attendance by outside doctors	22,827.34	
Medical Treatments and nursing at home	85,072.25	
		\$ 107,899.59
TOTAL BENEFITS PAID TO MEMBERS		\$1,835,618.93
AMOUNTS HELD FOR FUTURE BENEFITS TO MEMBERS		
Benefit Fund	64,553.85	
Amortization Reserve (for bond premiums)	87.11	
Reserve Fund: Estimated Amount necessary to pay all claims incepted before March 29, 1930	57,380.30	
Total reserve to be carried to next five year fiscal period per Article IV of By-Laws		\$ 122,021.26
TOTAL BENEFITS PAID OR HELD FOR FUTURE BENEFITS OF MEMBERS		\$1,957,640.19
EXPENSES ASSUMED BY CHENEY BROTHERS		
(a) Administration Expenses		
Salaries and Payroll	\$90,441.63	
Miscellaneous	30,244.59	
		120,686.22
(b) Benefits paid as above		888,807.23
(c) Contributions to the Benefit Fund received from Cheney Brothers		196,987.14
TOTAL PAID BY CHENEY BROTHERS		\$1,206,480.59

so that employees who had been full members could be reinstated as such, provided they were laid off for lack of work and had not been out of the employ over twelve months. This change was made at the suggestion of the Works Council.

8. In 1925, the fund which originally was set aside for annuities to retired employees was distributed in the form of a dividend to full members April 1, 1926, thereby reaching the majority of the membership and benefiting those who were making the largest monthly contributions. This also was done at the suggestion of the Works Council.

It was decided permanently to abolish the idea of creating an annuity fund out of the surplus. A plan for the future was set up whereby dividends would be declared every five years to all who had contributed as full members for at least twelve months, and who were still full members in good standing when the dividend was declared.

It is interesting to note what has happened to the Benefit Association since the 1919 change when the sick benefits of certain classes were decreased. Results for the five years, 1926 to 1930 inclusive, follow:

Returns By Class

Class	Percent of Total Contributions of Members	Amount Received Back for Each \$1 Contributed
Male Full Members . . .	73.6%	\$.96
Male Limited Members Who Joined After April 1, 1919	6.4	1.37
Female Full Members Who Joined After April 1, 1919	13.2	.70
Female Limited Members Who Joined After April 1, 1919	6.8	1.33

The above chart does not include three small classes which will soon disappear entirely. These classes include members who joined before 1919, and who are entitled to the larger sick benefits which were in force when they joined the Association. These classes include male limited members, who received back \$1.94 per dollar contributed during the last five years; female full members, who received \$1.55 per dollar contributed; and female limited members, who received \$4.00 per dollar contributed. It was considered that such large benefits are excessive and the sick benefits to these classes were therefore reduced on April 1, 1919.

Glancing back to the chart to make a summary, it is evident that the

limited members are still receiving larger benefits per dollar contributed, while the male full members are receiving practically what they contribute. The full members, male and female, have contributed 86.8% of the total contributions and have received back an average of 86.7 cents on the dollar. Limited members have contributed 13.2% of the total contributions, and have received back \$1.35 for each dollar.

From the above it is evident that the only class of members who are not approximately getting back the amounts which they themselves have contributed are the women full members who joined after April 1, 1919, and their term of benefit should be increased. On the other hand, it would appear that the limited members both male and female might possibly be still further reduced in the terms of their benefits although the amount which they are receiving over and above their own contribution is subtracted entirely from Cheney Brothers' contribution. The male full members are getting back practically dollar for dollar what they have contributed out of their own cash and they are further protected by the dividend feature.

This statement makes it entirely clear why the full members are entitled to all of the dividends, to be received out of the surplus.

In view of this situation, the trustees are studying the question very carefully to determine if some other distribution of the surplus can be devised which will assist full members in buying annuities for themselves on individual contracts, which they can carry with them wherever they go. If the latter scheme is followed, money paid into the Benefit Association for annuities will not be forfeited by those who leave the employ.

Frequent comparisons are made between the benefit associations of other concerns and that of Cheney Brothers. There are three general types in industry:—Those organized for a social purpose, those with charitable aims, and those founded simply for insurance.

The Benefit Association of Cheney Brothers comes entirely within the latter class. It endeavors to secure sound insurance for its members at a minimum cost in view of the amount paid in by members and paid

by Cheney Brothers. In this connection, the entire membership should study the accompanying annual report, which shows the results of the Association's business since its inception. The annual yearly report was published in the May issue of Cheney Silk News.

\$2,000,000 In Benefits

SINCE the beginning of the Association, the total contributions of members in cash have been \$787,949.89. Cheney Brothers have contributed, including pensions to members, administration expense and services of doctors, \$1,206,480.59. The total benefits paid to all classes have totalled \$1,835,618.93 and there is now held in reserves of various classes \$122,021.26.

Within another year the Benefit Association will have paid to members, or held in reserve for their future benefit, a sum in excess of \$2,000,000, for which the members will have paid a sum of less than \$850,000.

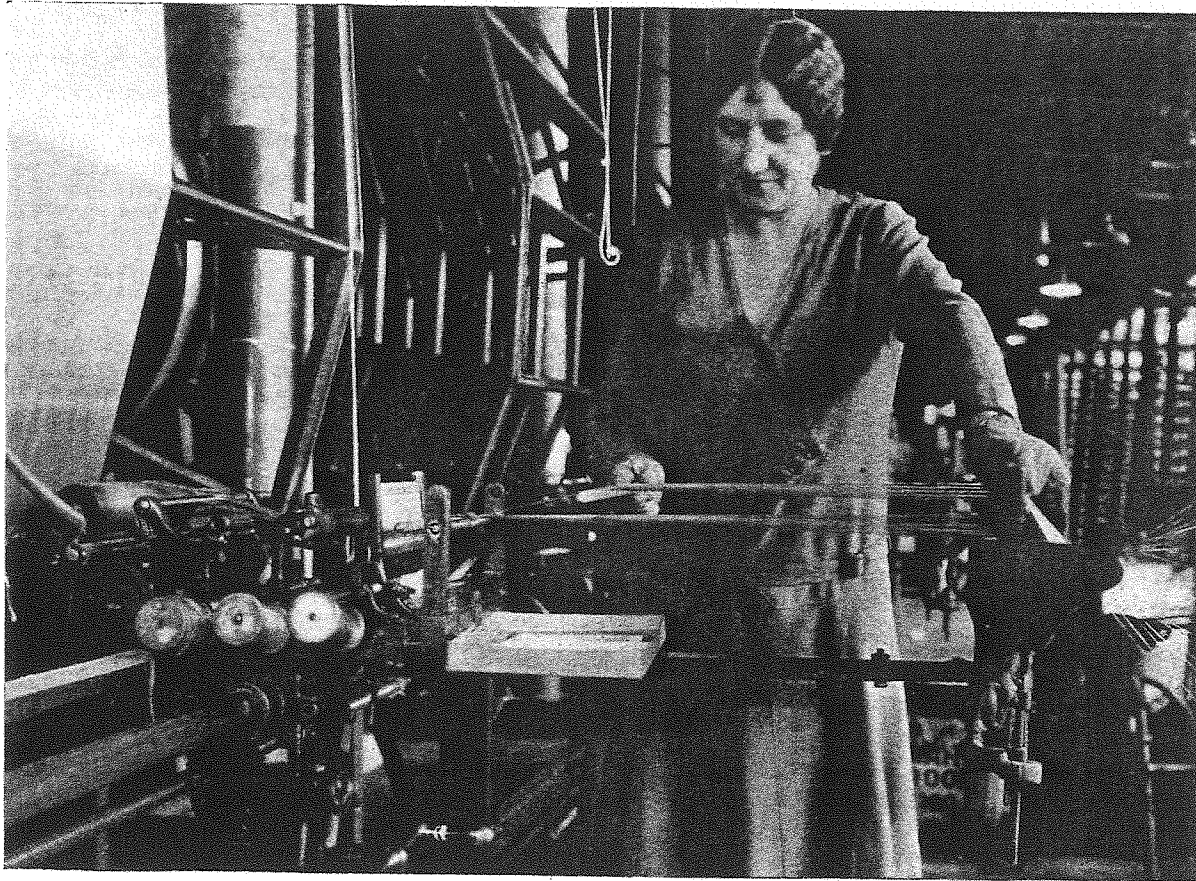
Drive Nets Near \$3000 For Fund

THE drive for funds held by the Tuberculosis and Cancer Free Bed Fund Association of Cheney Brothers will net about \$3,000. With a few contributions still to be received, collections to date total \$1,468.43 and when the last sum is paid, Cheney Brothers will double the contributions of employees. The drive was most satisfactory, the proceeds exceeding those of the last drive in 1927 when \$1,266.05 was collected from employees, making the total receipts with the Company's contribution, \$2,532.10.

Contributions to date:

Weaving and Throwing Mills	\$ 326.08
Velvet	184.65
Spinning	128.65
Winding & Spooling	14.25
Dyeing & Finishing	152.50
Ribbon	115.30
Dressing	69.30
Auxiliary	176.25
Yarn Dye	28.50
Office and Miscellaneous	272.95
Total	\$1,468.43

Warping - A Picturesque Operation



"Taking the lease"—an important part of warping—is demonstrated by Irene Brennan, former member of the Works Council, in the Warping room of the Broad Goods Weaving Mill. Note the separation of the threads.

WARPING is perhaps the most picturesque operation in silk manufacture. It retains much of that quality of craftsmanship which characterizes it as a hand trade. To the spectator, the operation is a magnificent and ingenious performance, and the assembly of thousands of threads is a beautiful thing to watch.

The operation also appears, to the casual onlooker, to be highly impractical and much too slow for the demands of modern manufacture. The elaborate set-up of spools, the immense Ferris wheel upon which the threads are wound, present one of the most fantastic scenes that can be found in a modern factory. The spectator is dazzled by the number of shining hair-like threads reaching out in rays like a sunburst, and marvels at the ability of the operator to detect a broken thread. Warping has

the mystery and dignity of a craft.

Although the operation appears to be elaborate and inefficient, in reality it is the opposite. Here, for the first time, the silk assumes the shape of the cloth, and the entire warp—the lengthwise threads—is assembled in a single operation. An enormous piece of work is accomplished, and when the number of threads is considered—generally more than 10,000 and often more than 20,000—warping then appears to be a simple operation. The same method is used both in the Broad Goods Weaving Mill, where Harry Russell is foreman of the warping room, and at the Velvet Mill, where Charles M. Murphey is foreman of warping, and

this method is customary throughout the industry.

From 200 to 800 spools are set upon the "creel," a portion of which may be seen in the cover picture. The creel is a simple piece of equipment which holds the spools on fixed spindles and stands diagonally to the Ferris wheel so that the threads have room to unwind without tangling. The warper passes each tiny thread through the "reed," made of narrow parallel bars of metal and resembling a comb, which keeps the threads in their proper places. The warper carries her thread, in starting the warp, over a series of small rollers and through the "section" reed, which holds the warp at the correct width.

But before she begins to wind the threads around the Ferris Wheel, she has another important task to do.

How Lease Is Taken

THIS task is "taking the lease," which is illustrated in the picture accompanying this article. The lease is imperative in weaving, for without it cloth cannot be machine woven. When the threads pass through the reed as they are drawn from the spools, they lie neatly parallel but are not properly assembled for weaving. Anyone who has watched a loom in motion has noticed that certain sections of threads in the warp are pulled up for each passage of the shuttle, so that the shuttle passes over, then under, each section of threads. The original separation of the threads is called the lease, and it is in warping that the indispensable lease is made.

In the reed, the spacings are closed alternately at the top and bottom, so that when the warper pushes all her threads upward with a rod, some threads are stopped and the others pass through to a higher level. The warper runs a rod between the two levels, as in the picture. She now has two sets of threads, and her next task is to cross them in an "x," like the fingers of clasped hands, so that they will work up and down in the loom. To cross the threads the warper this time pushes them downward with the rod. The threads which formerly were held up now go down, and vice versa, and the "x" is formed. The warper puts laces through the lease to preserve it for subsequent operations. The first lease is put in at the start of the warp; another after ten feet so that the weaver can start again if he has trouble in beginning with a new warp; and others at regular intervals throughout the entire warp and again at the end. All this precaution is taken because, if the lease is once lost, the entire warp becomes a formless mass which cannot be handled. When the weaving starts, the loom lifts first one set of threads, then the other, as the shuttle flies through.

In the production of different kinds of warps, the operator has many things to attend to. For instance, in crepes where the crepe effect is produced by the warp, the girl assembles alternating threads of left and right twist. The threads are dyed with a

fugitive color to designate the twist, and the warper must organize the warp with, for instance, first a pink, then a green thread. If two threads of the same color are allowed to lie side by side, the mistake will show up in the finished goods. The warper watches the warp for broken ends, and the creel for stopped spools, which help her to locate breaks.

Certain types of yarns contain a great deal of static electricity which causes a section of threads to spread or balloon when tension is released. To overcome this, it has been necessary to install a static eliminator below each section as it runs onto the wheel. The eliminator produces an alternating positive and negative field, which neutralizes the static in the silk. This apparatus has corrected a fault which formerly caused considerable trouble.

Strength of Warp

AFTER running from the creel, through the reeds and above the static eliminator, the warp winds onto a slowly turning Ferris wheel

On The Cover

THE set-up necessary for making a warp is shown in the cover picture. Spools on the creel at left feed silk to the ten yard Ferris wheel. At the right of the wheel is the clock which measures the length of the warp. Mary Strong, warping instructor, watches for imperfections.

ten yards in circumference. Owing largely to the dragging and the weight of the spools as each additional section is built up on the wheel, the tension of the silk against the wheel increases until in long warps it is sometimes great enough to crush the wheel.

The entire width of the warp is not put on at once. Thousands of spools, an immense creel to hold them, and several workers would be needed to watch a warp of 20,000 ends going on the wheel at once. The warp is therefore made in sections, wound around the wheel one after the other, their size and number depending upon the width of the cloth to be produced. The length of the

warp is registered on a clock attached to the Ferris wheel, which tells the operator when to put in leases and when she has made the desired length of warp.

Beaming

WHILE on the Ferris wheel, the warp cannot be handled for weaving. It is therefore transferred to a compact beam, and this operation is called "beaming," which simply means, putting onto a roll. The warper now becomes a beamer, as the same girl does both operations. She steps to the opposite side of the Ferris wheel and attaches the end of the warp to the beam. The beam is covered with cloth or paper to protect the silk from the wood and iron of which it is made, and its flanges are adjusted to hold the warp at the correct size for the cloth to be woven. The warper now begins to transfer the silk onto the turning beam, keeping the important leases in place.

Warps for velvet are also put on ten yard Ferris wheels and treated like other warps with the exception that they are passed through an additional reed before they go onto the beam.

As the warp comes off, threads which have rolled together often stick and break. These breaks and other imperfections such as long knots are corrected by the beamer as the silk winds slowly onto the roll, and when the entire warp has been wound on, the beam is ready to be twisted into the loom.

The quality of the warp depends to a large extent not only upon the skill but also upon the care and conscientiousness of the worker. It is known that there are warpers upon Cheney silks who would sacrifice much, rather than allow an imperfection to remain in the material.

The ten yard Ferris wheel was developed for use on silk in the Cheney mills, and it is believed that Cheney Brothers are the only silk manufacturers using a wheel with a circumference as large as ten yards.

First a thread, then a cobweb reaching from the creel, then a warp and finally a fabric . . . twisting and weaving will be the subject of the next story on the processes of silk manufacture.

Growth of Medical Department

Service Dates from 1916 - Nurse Employed by Cheney Brothers Once Made Visits on Bicycle

THE passing of the Connecticut Workmen's Compensation Act in 1916 was immediately responsible for the founding of the Medical Department of Cheney Brothers which came into being in January of that year. The Workmen's Compensation Act for the first time defined by law the responsibility of the employer whenever a worker is injured doing his everyday tasks.

A full time physician, Dr. C. C. Burlingame, was employed by Cheney Brothers. Previously, medical attention for accident cases had been obtained from local physicians, on a part-time basis. However, as early as 1912, Cheney Brothers had employed a nurse, who made her "sick calls" travelling with kit on a bicycle.

An important change was made with the calling of a full-time physician. The medical work sponsored by the Company was enlarged to include pre-employment examinations and treatment of illness, as well as accident cases. The visiting nursing service was continued. In less than a year, the work had grown to such proportions that an assistant physician, Dr. Edward B. Allen, was secured. After the war a third physician, Dr. R. P. Knapp — now head of the department — was added.

New services were established from time to time, to complete the usefulness of the department.

Begin X-Ray Work

IN 1916, an X-ray apparatus was installed for examination not only of injuries which occurred in the plant, but also of illness where the roentgen ray was necessary as a possible means of diagnosis. This X-ray service is in charge of a full-time technician, directed by a consulting physician, Dr. N. G. Butler.

In 1917, the department doctors were commissioned in the army medical corps and went to France. Two local physicians, Dr. Thomas G. Sloan and Dr. Noah Burr, handled the department during their absence until 1919.

The next addition was the bacteriological laboratory, opened in the latter part of 1919, with a full-time technician in charge, who consults a pathologist, Dr. Ralph Kendall. Blood counts, urinalysis and many other tests helpful in making diagnoses were performed. This service, like the X-ray department, proved extremely valuable.

In 1920, a dental department under the direction of a dental hygienist, was opened. Routine prophylaxis, or cleaning of teeth, could be had at all times during the working day. In addition, cases that arose during pre-employment where there was a question regarding the condition of the teeth, could be passed upon. Also, in cases of chronic disease where the teeth might be suspected as the possible cause this service was helpful in clearing up the point, particularly when the routine X-ray of teeth was started.

During the war, physical therapy, long known but practiced only to a comparatively slight extent, had been rehabilitated. The value of this therapy — which includes all kinds of physical treatments such as the application of sun, heat, manipulation, exercise, and so forth — was first demonstrated in the rehabilitation hospitals in Europe and later in this country, where thousands of wounded were given these means to bring them back to normal as speedily as possible.

Since physical therapy had come to be regarded as a necessary adjunct to all other types of treatment, it was logical that a well rounded medical department should have this service to equip it for every sort of treatment that could be undertaken for patients who were not bedridden. Physical therapy treatments were started in 1923 with a technician in charge.

In the same year, under the direction of Dr. Harry S. Reynolds, a service for refraction of the eyes, or testing eyes for glasses, was begun and this service was rendered by a doctor who came to the Medical Department once a week.

Consult Specialists

PREVIOUSLY, the only part-time specialist who had attended regularly was Dr. Henry F. Stoll of Hartford who made a visit once every two weeks to examine all cases possibly due to lung infections, such as tuberculosis, bronchitis and pleurisy. Dr. Stoll now makes monthly visits.

The only thing remaining to be done after the acquisition of all these special services was the application of them, and when it was decided to give a diagnostic service in addition to the regular treatment for injuries and minor illnesses, a group of Hartford consultants, several in each specialty, was chosen so that a case worked up in the Medical Department could be, when the time came, referred to the proper man for advice and treatment.

Two years ago, Dr. A. A. Freiheit, dentist, came to practice in the industry, working independently and not in the employ of Cheney Brothers. This addition completed what is believed to be a well equipped Medical Department, offering good service both to the Company and to the employees.

The department now has two full-time doctors, Dr. F. E. Priddy being the assistant to Dr. Knapp.

Dr. Knapp to Give Radio Address

DR. R. P. KNAPP, director of the Medical Department of Cheney Brothers, will broadcast from Station WTIC, Hartford, June 14th at 7 p. m. He will deliver an appeal to the people of Connecticut to arouse themselves in the cause of obtaining more beds for the state sanatoria. He will urge them to work for a greater appropriation so that the waiting list of 350 patients—who are obliged to wait from four to six months and sometimes longer for admission — may be diminished. Dr. Knapp will call attention to the distressing situation that has existed since the budget requirement of the State Tuberculosis Commission was cut a few years ago.

Making the Job Safe

The Responsibility of Supervisors

AN employee came to work in such a hurry that he neglected to tie his shoelaces. In going down a flight of stairs, he stepped on the laces and fell headlong. He claimed accident compensation because he suffered injuries in his employer's plant. The court allowed the case.

The "shoelace case," which did not happen at the Cheney plant, may appear to be a freak occurrence of little significance. Yet it illustrates an important problem in accident prevention. Where does the responsibility of the management and the supervisory force end, and where does the responsibility of the workman himself begin?

In the shoelace case, the court may have seemed to go beyond the limits of practical application. The supervisory force should not be expected to play the part of a nurse and to conduct an inspection of employees as they enter the plant to see if they are properly dressed and to inquire daily about their health.

However, recognizing the fact that all human beings require teaching and occasional prodding to do the right thing, industry places a definite responsibility upon the supervisory force to *help* the worker take care of himself.

He Warns Them

FOR example, when a new man comes to a job in the shearing room, the foreman who is doing his job would say: "Do not lift the cover that protects you from the *knife* on this machine!"

To the weaver he would say, "Do not get your hands in the way of a flying shuttle!"

To every employee he would say, "This—and that—are the dangerous spots. I warn you against them!"

Warning against danger is one part of the foreman's job. He has other duties, too. He must see that the machinery is in good working order, which involves a lot of foreman's time. He must also see that the employees are properly instructed in the safe use of the machinery.

Supervisors should also see that the machinery is properly maintained and that the employees are properly instructed in the safe use of the machinery.

Supervisors are able safely to do the jobs assigned to them. Then he will tell them the risks their jobs involve and instruct them how to avoid danger. Next he will keep close watch on all machinery and equipment in his domain and see that safeguards are provided everywhere. He will point out the rules of discipline laid down for the protection of everyone.

Finally, having explained the law, he will enforce it.

The foreman does all these things not merely as an agent of the management. He gives a personal devotion to the problem of accident prevention, which is his intimate and daily responsibility. He takes pride in keeping down his accident record, in doing all he can to make his particular room safe for the workers under his supervision. This is a part of his job, his reputation, his success.

Enforces Rules

WHILE the employee should assume responsibility for his own safety after he has been taught and warned, still the supervisor must be constantly vigilant. Employees will attempt jobs for which they are physically unfit. They will cast aside goggles and will even take the guards off dangerous machinery. They will run and fool, dash around corners and throw things out of windows. Recently an employee was obliged to choose between lay-off and wearing goggles, which he had been reluctant to do while working on a grinding machine.

Every foreman is both an inspector and a policeman, when it comes to accident prevention.

If an employee with a weak back is doing heavy lifting, the foreman has failed in his first duty of ascertaining the fitness of each worker for his job.

Here a man was injured because he had never been told not to start a job which was being repaired. The foreman had failed in his second duty to instruct and warn the worker of the danger.

Another man is hurt because a

motor was improperly grounded. The foreman had failed in his responsibility to keep machinery in safe condition.

An accident is traced to an employee's habit of scurrying out of the mill at top speed at noon hour. The foreman had failed in his fourth responsibility, to enforce discipline.

In addition to these responsibilities, it is necessary for the supervisory force to keep records of what has been done to insure safety and to compile detailed accounts of accident investigations.

No supervisor will get much cooperation if he does not obey the rules himself. It is up to him to do his own work in an orderly way. A foreman or superintendent who has the "safety" point of view in managing his own job is the greatest asset in making his department safe for everyone else.

Week End At Camp

THE Girls' Athletic Association of Cheney Brothers will have a week-end party at Elm Camp, on the Salmon River, Moodus, June 28 and 29. The girls will start from the south car terminus at 2 Saturday afternoon and will leave camp Sunday at 5 p. m. It is hoped that enough private cars will be available to take care of the party.

The charge of \$5 for members and \$5.50 for non-members includes meals, lodging, use of boats, tennis courts, dance floor, etc., and a dog roast, but does not include transportation. Games, boat races, swimming races and other contests are planned.

On June 24 the girls will hold a Strawberry Festival at Sunset Hill, leaving Cheney Hall at 5. In case of rain, the sandwiches, shortcake and soda for which members will pay 40 cents and non-members 50 cents, will be served at Cheney Hall. Girls scheduled to play tennis on this date will bring their rackets and go from the picnic to the courts.

Baseball practice is being held at the West Side playgrounds every Monday at 6. Girls interested in the game are invited to come to practice next Monday.

ALICE Paradis has been elected vice-president in charge of tennis, for which 45 girls have signed to play each week.

Changes at New York Store

New Layout of Sales Headquarters Improves Office Efficiency and Service to Customers

THE speed and ceaseless change of modern industry demand that every business constantly improve itself, if it wishes to survive.

Recognizing this fact, Cheney Brothers have recently effected a general rearrangement of the New York selling offices. The new arrangement of the store at 181 Madison Avenue has greatly improved service to customers, and has provided more efficient working equipment for the 380 employees who constitute the New York force.

The four floors of the Cheney headquarters—although always a place of attractiveness—are now distinctive in every way. Selling facilities have been improved for the convenience of customers and for the effective display of stock. Nearly all of the departments have new locations, and are placed so that they can co-operate efficiently. Storage space has been increased.

Dress Goods Display

THE Dress Goods selling department remains on the first floor. It was here that the Fall Opening was held May 15th when the new line of "dark-bright" colors for autumn was launched. A stage at one end of the first floor displays fabrics and is useful for the showing of gowns worn by models at the openings. Small rooms for the use of salesmen when showing lines to buyers open from the main showroom. This first floor layout has not been changed.

On the second floor are grouped all the selling departments except the Dress Goods salesroom, described above and the Decorative Upholstery selling room, which have been moved to a new and separate home on Madison Avenue at Elm Street. A salesroom and counting room of this address is the New York headquarters for the Cheney Brothers. The interior of the second floor is the most attractive and efficient of the store.

bit behind the scenes and find the Executive offices and the headquarters of the "line planners" who plot what materials are to be manufactured at the plant. Here also is the Market and Product Analysis Department which studies the changing characteristics of merchandise and of the public demand; finally there is the Sales Promotion Department which handles the advertising of Cheney products.

On this floor is the stock room for the Upholstery and Decorative fabrics and a cutting room.

The fourth floor contains one of the most interesting of all the departments of Cheney Brothers, the Art Department which handles the designs for fabrics. This Department, like all the others, now has an enlarged and better equipped home with excellent lighting.

The vast amount of detailed work necessary to the business is carried on in the Credit, Accounting, Mailing and Clerical Departments, also on this floor.

The remaining space on the fourth floor has been devoted to steel shelving to take care of the dress goods

stock, formerly kept at the mill.

Speeds Service

IN this connection, it is interesting to note the reasons for the transfer of the dress goods stock to New York. Customers no longer anticipate their needs for long periods, but buy in hand-to-mouth fashion. They depend upon the manufacturer to keep the goods on hand and frequently to deliver it immediately upon order. It has been necessary for Cheney Brothers to cut down to a minimum the time consumed in delivery, and this economy has been facilitated by the removal of dress goods stock from South Manchester to New York.

The rearrangement of the departments, to which much care was devoted by the management, was carried on almost entirely during business hours, with only slight inconvenience to the personnel.

The appearance of the salesrooms and offices has been made more attractive by new electric fixtures, new hangings, uniform arrangement of furniture—with the upholstery illustrating the practicality and beauty of Cheney fabrics—and new equipment.

The stage is now set to handle increased volume of business in a way helpful alike to the customers, the employees and the Company.

Now On Sale Cheney Cravats In New Patterns

Priced at	75¢ each,	3 for \$2.00
	95¢ each,	3 for \$2.50
	\$1.25 each,	3 for \$3.00
	\$1.50 each,	3 for \$4.00

Have you heard about our "patchwork pieces"?

They sell for \$1.25 a pound

And our small remnants?

They sell for 30¢, 45¢ and 60¢ each.

CHENEY BROTHERS SALESROOM

FOR REMNANTS AND IMPERFECTS
ELM STREET OPPOSITE CHENEY HALL