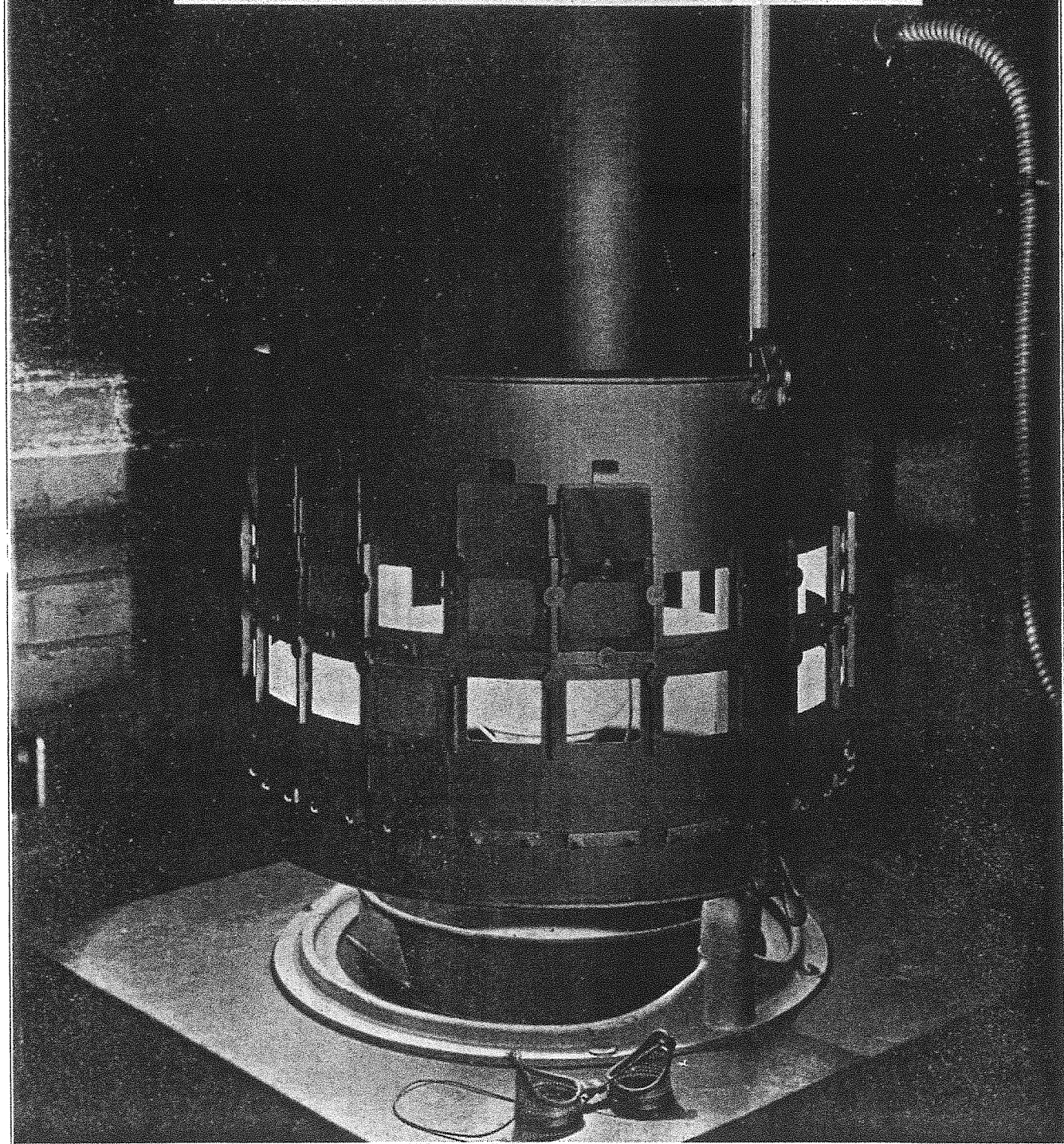




# CHENEY SILK NEWS



MRS. BRIDGET MC CLUSKEY

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No. 3

## 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 Boston

### EDITORIAL COMMITTEE

(Members of Works Council)

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

### EDITOR

Margaret C. Shay

## Today's Resume Of The Silk Industry

WHAT are the outstanding facts about the silk industry that are interesting in the light of present business conditions?

The price of raw silk has fallen from the January, 1930, average of \$5.00 per pound to a new low level for all time reached in May, 1931, of \$2.50 per pound for the grades of Japan that are most used in this market.

Since, before the depression, raw silk approximated 60 per cent of the value of the average finished goods, the drop in the price of raw silk represents a reduction in the value of the finished goods of 30 per cent and in the heavier goods of 40 per cent. Manufacturers have had to mark off this 30 or 40 per cent from their inventories and accept the loss. But there are many evidences that the retailers have not generally passed on this reduction to the public, except on distress merchandise.

The radical fall in the value of raw silk has had two marked effects upon the types and qualities of merchandise put out. With raw silk at \$2.50 per pound there is not the same sales and market pressure to tin weight silk piece goods as there was when silk was at \$5.00 to \$6.00 per pound. Also, in some cases where rayon had been substituted for silk because of

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## A Glance 'Way Back To 1843 Leaves Us Almost Cheerful

THE world doesn't go backwards, even though conditions known as "depressions" sometimes make us think so.

Since the first days of Cheney Brothers in 1843 hourly wages have increased more than 1150 per cent. We get \$11.50 more for the same amount of time that the old timers of 1843 got one dollar for.

Full time weekly wages have gone up only 735 per cent, since our working week is much shorter. Their working week of seventy-two hours was 50 per cent longer than the present standard week of forty-eight hours. Weekly wages, of course, vary according to plant activity.

The earliest payroll information in possession of the Company is an extract from a time book used in 1843, consisting of the wages of Cheney Brothers' employees in December of that year. Eighteen employees are named, among them George W. and John Cheney. The working day started at 6 A. M. and ended at 7 P. M. with one hour out for lunch, making a seventy-two hour week. The average earnings of men were less than five cents an hour, about \$3.35 a week. The women received an average of about three and a half cents an hour which amounted to \$2.54 per week. The highest paid employee was a William Brockbank, who received \$22.36 for the month. George W. Cheney was getting \$16 per month, and John Cheney \$12 for the same period.

By four years later, the date of the next available information, the number of employees had grown to 110 persons. All of their names are given and the list includes the names of many families still familiar in Manchester.

The 1847 payroll gives the sums paid in August for work during the months of May, June and July and indicates that four pay days a year were the custom of the time. We

wonder how employees of today would react to such an arrangement! Working hours were still seventy-two a week, and were not reduced until about fifteen years later.

Women were getting from three to five cents an hour and the male employees ranged from two cents an hour for young boys to the highest paid employee, Robert Gordon, a dyer, whose magnificent salary was \$2.50 per day. George W. Cheney, also a dyer, was apparently less skillful, for he was getting only 82¾ cents a day. William Cheney, whose occupation is not specified, received 43 cents a day.

DURING the 88-year period of Cheney Brothers' existence, working hours have been decreased from the original seventy-two hours to forty-eight. At first twelve hours were lopped off the week in the early eighteen-sixties. Then successively the working period was reduced to 58, 55 and 50 hours and finally to 48 hours in 1919.

The number of employees started at a handful, reached 500 about 1870, and kept almost steadily on the increase until the war peak of more than 4,800 in 1916. This number was not maintained throughout the war however. It began to decrease in the last quarter of 1916 and continued downward throughout 1918 until the number of employees was smaller by eight hundred. Booms of 1919, 1923 and 1929 temporarily increased the number. During the past year of depression the average number employed has been 3,330.

What interests people even more than the number employed is the change in wages. Average hourly wages started at four cents per hour at Cheney Brothers. They now average, after the two wage cuts of 1928 and 1931, 61.2 cents per hour for men and 42 cents per hour for women, or an average for the plant of 53.6 cents per hour to which we have climbed since the four cents of 1843.

"PART of the function of management is to enable a man to use his full normal capacity profitably to himself and the management, without undue fatigue or strain."

— Charles Cheney.

# QUALITY CONTROL KEEPS GOODS UP TO STANDARD

## Inspection Starts With Raw Materials and Provides a Constant Check of Every Manufacturing Process

QUALITY standards are set by the customer, it was pointed out by Allan Dexter in a talk on "Quality Control for Finished Goods" at a Works Council meeting in the Executive office May 18. Mr. Dexter, who is in charge of Quality Control, also explained the use of the Inspection machine which he invented. He said: "The duties of the Quality Control Department are to classify the finished goods as first quality, sub-standard or imperfect, and to check the quality of the goods all through the manufacturing processes to catch and if possible correct imperfections as they occur.

"In checking quality the ultimate use of the goods has to be kept in view. For example, some taffetas and brilliants that are used for lampshades must be very nearly perfect because the light shows up the smallest flaw. We have to be particular about the color matching of fabrics for decorators who order from a sample which fits into a planned color scheme. A shade even slightly off is not acceptable. Velvets for jewelry boxes must be free from sulphur which causes tarnish.

"Inspection takes place all along the line. First we test the raw silk and the yarn, but only a small percentage of the silk can be tested at this stage; to test all of it would take too long to be practical. In weaving, specific deductions are made for defects, and the result determines the weaver's premium.

"It is interesting to note in this connection that a weaver may receive a premium for goods which when finished have to be classed as imperfect on account of weaving defects, and on the other hand goods for which the weaver has received a deduction on account of serious defects may sell as first quality goods, if the defects can be minimized by an all-over print design. Certain types of imperfections cannot be seen until the goods are finished, and yet may be due to a condition which the weaver should have corrected. Such defects are not always coverable for they show in

a widely spaced print design as plainly as in one color goods.

"THE finished cloth is tested for:

1. Hand
2. Color
3. General appearance
4. Slipping
5. Crocking
6. Tenderness
7. Cracking white
8. Width

"The 'hand' is compared with that of a sample of the same commission which is kept on file along with

samples of all other commissions manufactured. These samples are standard and every new piece must measure up to them in hand, general appearance, etc., in order to be classed as first quality.

"Uniformity of color throughout an entire piece is absolutely necessary for the cutting up trade. The cutter folds an entire piece and cuts a number of patterns at once. When finally made up, the same dress may have parts in it which come from extreme ends of a sixty yard piece. Therefore the color must be uniform throughout.

Continued on next page

## Subjects Discussed Include Wage Readjustment at New York Store

CHARLES CHENEY, President of the Company, conducted the business session of the monthly Works Council meeting. No formal communication was submitted by the employee representatives. Mr. Cheney announced that, in accordance with the request of the employee representatives, the mill superintendents had been invited to attend the monthly meetings and would be present except at any time when the employees wished to meet only with representatives of the management. The superintendents, Mr. Cheney said, would be called on from time to time to help give explanations in answer to employees' questions.

The chairman asked whether employees had discussed the abolition of five and ten-year service pins. Albert Jackson, chairman of the employee group, stated that the matter had been discussed in the employees' private meeting and the change had been approved. Pins will be given for 15 years of service and for five year periods thereafter.

Mr. Cheney announced that because of the downward trend of wages and salaries during recent months, a general reduction in both wages and

salaries had been put in effect very recently in the New York store. This reduction averages 8.2 per cent, and when combined with adjustments made when salesmen's drawing accounts were reduced, makes a total reduction of a little more than 10 per cent. The matter of reduction at the New York store was discussed in the March issue.

Howell Cheney was called upon to explain a change in the frequency of figuring Credit Rating. He read the following ruling:

"Hereafter, hourly rates based on Credit Rating will be calculated for each employee twice a year instead of four times a year. Names will be divided alphabetically so that one-third of the employees will be figured every two months.

"As has been true under past practice, a learner or other employee may ask at any time to have his rate reviewed, and the superintendent may either grant an increase or give a notification of reduction on the basis of such review."

This change will effect clerical economy and, it is believed, will not lessen the effectiveness of the Credit Rating plan.

## KEEPS GOODS UP TO STANDARD

Continued from page 3

"Color uniformity is equally important in cravat materials for here again two parts of the same article may come from different sections of the cloth.

"Slipping" occurs when the warp threads separate, sliding over the filling. 'Crocking' is the rubbing off of color on dyed or printed goods. Goods which break or burst through are said to be defective on account of 'tenderness'. Sometimes white lines show up in goods when they are crumpled in the hand. This is called 'cracking white'.

"Materials are also checked for width, a small variation being allowed. Special tests are made when washability and sun-fastness are also required.

"In print goods the most serious defects are 'doctor snaps', 'mark-off' and uneven color. Doctor snaps are caused by pieces of lint or similar substance which lodge on the engraved roll lifting the doctor blade of the Printing machine and allowing color to remain on the roll where there is no engraving. The defect shows up as a color spot or streak. Mark-off refers to cases where the figure has been partially transferred by contact onto the lighter ground causing discolored spots.

"Goods that do not come up to standard may be returned to the manufacturing processes for retreatment, if it is possible to correct them, or sent through as 'imperfects'.

"Quality Control follows goods further into storage where crocking and mark-off sometimes develop.

"THE Inspection machine for finished goods classifies defects in three groups. A slight defect is one that can be allowed to go into a dress but which may be objectionable if it occurs in a prominent place. A medium defect has to be used in an inconspicuous place such as the underneath part of the arm or in pleats; a serious defect cannot be used in a garment at all and must either be cut out as a remnant or allowed for by extra yardage.

"The goods run over an inspection board at the rate of sixteen yards a minute and are watched by an inspector. She punches one, two or three

for slight, medium and serious defects. These punches are recorded on a strip of paper which also measures the yardage. The strip shows exactly where the defects are. The quality percentage of the piece is figured from the number of defects. There is a definite passing point for each commission, largely dependent on the ultimate use of the goods.

"Ten per cent of the goods coming from each inspector is re-checked since the operators are on task and bonus. This ten per cent is taken as a measure of the general accuracy of their work. Usually the duplication between the two inspections is very close. In cases of doubt the inspector asks the opinion of the foreman who decides how the defect should be classified and then takes the responsibility for the decision by signing the inspector's record ticket.

"Quality Control keeps a daily check on goods being processed and is constantly in touch with the manufacturing departments. Weekly quality meetings are attended by representatives of various departments and the commissions that are being troublesome are discussed. The Quality Control Department keeps charts showing total yardage manufactured, total yardage of first quality, imperfect, sub-standard and remnant goods."

A discussion followed. Charles Cheney pointed out that an attitude of hostility has sometimes existed on the part of operators toward inspectors as though they were detectives or "spotters". The inspector, on the other hand, he said, is really a great help to the operator because his job is to keep goods up to a marketable standard.

### Question Box

QUESTION: Why is the trustee to fill the vacancy of William Walsh (pensioned) chosen by the trustees and not by the members of the Benefit Association?

ANSWER: The successor is chosen by the trustees representing the members. The Constitution of the Benefit Association states (Art. V): "A vacancy caused by the death or resignation of a Trustee representing the

members shall be filled by the Trustees representing the members. A vacancy caused by the death or resignation of Trustees representing Cheney Brothers shall be filled by the Directors of Cheney Brothers." In the case of the vacancy created by the pensioning of Mr. Walsh, who represented the members, the successor will be selected by trustees whom the members have elected at the regular election periods. The successor will serve until March 31, 1934, when the five year term begun by Mr. Walsh will expire.

The Constitution provides for the election of one new trustee by the members each year.

QUESTION: Does the Benefit Association still have an annuity fund?

ANSWER: No, it does not. The annuity fund disappeared when the policy of giving a dividend was created.

## COMMITTEE PLANS COUNCIL MEETINGS

The suggestion was made at the Planning Committee meeting May 12 that Elmore C. Anderson or some other representative of the Research Laboratory give a talk on light and wash fastness of color at a future meeting of the general Work Council. Edward F. Taylor, Throwing Department superintendent, will address the Council this month.

### Not A Masquerade; They're Real Cooks



Champing at the bit with eagerness to get back to their jobs in the kitchen are Clifford D. Cheney, left, "Hammie" Metcalf, center, and Frank Cheney, Jr., in the fetching costumes they wore for the Girls' A. A. breakfast hike to Mr. Clifford's cabin at which the three men did the cooking and prepared the kind of feast which has given them the reputation of being excellent cooks.

## SALES TAG SAYS IT'S A CHENEY PRINT

THE accompanying pictures illustrate how the Sales Promotion Department follows through the introduction of a new fabric, so that it is identified not only by the dress manufacturer, but by the store buyer and the customer as well.

The material of the dresses which the "Best Twins" of Best & Co., New York, are wearing is Cheney's Aura Crepe, a very fine grain material which was first introduced to ready-to-wear buyers in a booklet describing its very soft texture and its fashion importance. In this booklet was a sizeable swatch of the particular yellow print which the models are wearing.

On the tags attached to the manufactured article are the words "Cheney Print Crepe" which the customer sees when she examines the tag. Best featured an entire window of dresses in the same yellow print at their Fifth Avenue store, making a very attractive spring-like display. As the tag indicates, these garments retail at \$49.50 (and \$59.50) and are meeting good response at these prices.

Tickets On These  
Best & Co. Dresses  
Identify Fabric With  
Manufacturer

These Aura Crepe dresses worn by the Best Twins are shown to the customer with tags (insert) bearing the Cheney name.



### ASS'N WILL STUDY INDUSTRY'S ILLS

THE Silk Association of America, Inc., has set about to remove some of the evils of the silk industry by undertaking an extensive research program to include styling, manufacturing, selling, costing and every other important angle of the subject. Fred W. Shibley, vice-president of the Bankers' Trust Co., New York City, will act as special adviser and Dr. Melvin T. Copeland, director of the Bureau of Business Research, Harvard School of Business Administration, and an outstanding authority on marketing and business problems, will also assist in the survey. The Association hopes to cure some of the chronic ailments of the industry which the depression has emphasized by gathering accurate information not hitherto available.

### GIRLS' A. A. TENNIS SEASON OPENED

GIRLS interested to play tennis in the Girls' Athletic Association schedule should report to their directors immediately. As has been the custom in other years, players are divided into a group for learners and a group for advanced players. Instructors are provided for the beginners.

Another Elm Camp week-end is scheduled for the 27th and 28th of this month. This is one of the favorite events in the year's program and the girls always have a very satisfactory two days of out-door life at a place where excellent facilities for a number of sports are provided. Tell your director that you plan to go so that reservations can be made.

### AVOID ACCIDENTS

#### Case No. 1.

The accident report for the injury described below included the comment: "Should not clean moving machinery." In this case a gasser frame operator dropped his brush while cleaning underneath the machine. As he reached under the machine to get the brush, his right hand was caught between a cam and a break lever rod and was severely lacerated.

The lost time was 95 days and the cost to the Company of taking care of the injury was well over a thousand dollars.

Are you doing anything that might lead to a similar injury?

▼ ▼ ▼

Air shipment of silk from the Orient to the North American market is anticipated as a new development in the industry, according to Silk Digest Weekly.



RACHEL HADDEN

A weaver for many years, later an inspector in the Throwing Dept., Miss Hadden was pensioned May 1, after nearly 29 years of service. She lives at 689 Main St., South Manchester.



ABBIE BREEN

Mrs. Breen was a draw-frame operator in the Spinning Mill before May 8, when she was pensioned. Her service lacks a month of 26 years. She lives at 12½ Main St., Manchester.



THOMPSON APPLEBY

After 30 years and eight months in the employ, Mr. Appleby was pensioned April 1. He was a carpenter in the Carpenter Shop. His home is at 17 Armory Street.



JAMES H. MINIKIN

"... three stores on Main Street"

## RECALLS ORIGINAL CHENEY BROTHERS

JAMES H. MINIKIN, engraver, came to Manchester when there were three stores on Main street. These were William H. Cheney's general store at the terminus, Ferris Brothers' tin and plumbing shop, and the tailoring establishment of Charles E. House, forty-two years ago.

Cheney Brothers' plant consisted of the Lower Mills, the Spinning and Weaving Mills and an office on the same site as the present one. Frank Cheney, father of Frank Cheney, Jr., was president of the Company, and



MRS. MARY TREBBE

Mrs. Trebbe, pensioned April 1, was employed in the Conditioning and Testing Laboratory. She was formerly a comber in the Throwing Department. Her service totals more than 31 years.



THOMAS BENNISON

Mr. Bennison was a Jacquard loom-fixer with a service record of more than 43 years before being pensioned June 1. His home is at Elm Terrace, South Manchester.

Frank W. Cheney, father of Charles Cheney, was treasurer. James and John Cheney, the latter the father of William C. Cheney, were in charge of the Lower Mills. Two of the original Cheney Brothers were still active, Ralph Cheney and Frank Cheney, father of Frank Cheney, Jr. Knight Dexter Cheney and the first Richard O. Cheney are also remembered by Mr. Minikin.

Of these reminiscences Mr. Minikin spoke on the occasion of his pensioning last month after forty-two years

and three months in the Engraving Department of the Dyeing & Finishing Mill.

At 79 years of age, Mr. Minikin has been connected with the textile industry for 69 years. He began to work at ten doing odd jobs at the American Print Works in Fall River, Mass., and earning thirty-three cents a day for an eleven and a half hour day. At fifteen he started a seven-year apprenticeship in the Engraving Department of the same cotton print-

## EYE-WORK COUNTS IN FIXING SIZE OF JOB

“Watching Time” is Especially Important in Weaving—  
Broad Goods Divided Into Five Classes

**A**N operative works with his eyes as well as with his hands. Usually he works with both, but there are times when he works only with his eyes. This happens, for example, when the weaver watches a shuttle before or after changing a quill or when a printer watches the cloth as it leaves the last engraved roll.

The time during which an operative works with his eyes is called “watching time” and is used along with hand time and machine time in figuring the number of machines to a full job.

Years ago when the pioneer work in setting tasks was being done at Cheney Brothers, it was recognized that special times should be allowed for the element of watching. But it was extremely difficult to decide how much watching was necessary and how much was unnecessary. Studies in broad goods weaving had been started, since the watching factor is particularly important in this job. It was soon seen that there was a great divergence in the facts collected, owing to individual differences. One weaver would spend a good deal of his time watching — watching the warp, the cloth, the shuttles. Another would spend much less time in this way.

A great number of studies were taken and several plans for the allowance of watching time were tried. These were not satisfactory, as was made evident by the fact that the weavers themselves were not content and did not feel that the right variation in allowances was made for different types of weaving jobs. The

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ing plant, and was with this department for twenty years.

He came to Cheney Brothers in 1889. At that time cylinder printing had just superceded hand block printing. Mr. Minikin worked with the Worswicks, father and son, who came to Manchester from the same town. The younger Worswick was foreman of the department for 35 years and is now pensioned. His successor is Harry Meiklejohn, present head of the department.

Mr. Minikin has left his South Manchester home and is at 27 Bulkeley Avenue, Hartford.

plan finally adopted in 1927 is still in effect.

The more hand work there is to be done on a job, the more time has to be spent in watching — for breaks, warp threads out, filling run-outs, etc. Therefore it was decided that whatever the plan adopted, the watching time would be greatest for the job involving the most warp hand time and would be least for the job requiring the least warp hand time. In the plan eventually worked out, the watching time is taken care of by three allowances. They are (1) 10 per cent of the hand warp time plus (2) a constant allowance according to the difficulty of the job and (3) special allowances for watching the shuttle on non-automatic looms.

**W**EAVING jobs were first divided into five classes which seemed to be of different degrees of difficulty. In addition to the 10 per cent of warp hand time, an arbitrary constant allowance was made as follows:

	Minutes Per Day Per Loom	Allowances made in addition to 10 per cent of warp hand time
Shaft grey goods (automatic and non-automatic <i>with</i> stop motion) .....	3	
Shaft grey goods (automatic and non-automatic <i>without</i> stop motion) ..	5	
Jacquard grey goods .....	8	
Yarn dyed fabrics (shaft) including 36" taffetas .....	12	
Jacquard upholstery .....	30	

Since we are not all weavers it might be well to explain that automatic looms are those on which a new quill is inserted automatically when the yarn on the quill in use runs out. Non-automatic looms do not have this automatic change. Some, however, are equipped with side slip feelers which cause the loom to stop when the quill is exhausted; then the weaver changes the shuttle by hand. On other looms the weaver has to watch for the run-out of the quill before making the change by hand. These various types call for different time allowances.

“Stop-motion” also requires explanation for those who are not familiar with weaving. Looms working on some classes of fabric use an apparatus which causes the loom to stop when-

ever a warp thread is out. Looms using this equipment need less watching than those running a type of fabric on which the stop-motion cannot be used.

**T**HE arbitrary constant allowances for watching on different kinds of weaving jobs were arrived at by analyzing the many timestudies that had been taken of weaving jobs. A tabulation was made and it was found that on the average the actual time taken for watching equalled the constant allowance of from three to thirty minutes, depending upon the class of fabric, plus a fairly uniform percentage of the warp hand time, varying from an average of 6.2 per cent to 8.7 per cent for different types of fabric. A workable figure, 10 per cent, was selected, and in all cases today 10 per cent of the warp hand time is allowed in addition to the constant figures listed above.

As we said above, additional allowances are made for watching the

shuttle when necessary. No allowance is made for watching shuttles on automatic looms since the new quill falls into place automatically. Nor is any allowance made for watching shuttles on looms equipped with side slip feelers which cause loom stoppage when the quill is run out. On other looms, standard allowances for watching the shuttle are made as follows:

	Plain and Box Looms	Jacquard
Watch shuttle	.045 mins.	.053 mins.
Watch shuttle to change ..	.127 mins.	.167 mins.

Weavers are allowed time for watching the shuttles once for every quill and once for every shuttle changed.

## What's Happening in Departmental Meetings

• • •

### THROWING, WINDING, ETC.

A general discussion took place on new methods of boiling off 20/22 singles for electric tram, at the Throwing, Winding & Spooling meeting of Works Council representatives May 19.

A representative reported the complaint of an employee who had been a full member of the Benefit Association until three years ago, when she was obliged to be at home for a period exceeding six weeks. Upon reinstatement she stated she had been classed as a limited member without being notified of the fact.

Upon investigation it was found that the absence had not been due either to illness of self or to lay-off, situations which allow the employee to be reinstated in the same class as when he left. It is a regulation of the Benefit Association that employees who have been dropped from the payroll, which happens after six weeks of absence except in cases of voluntary resignation, illness or lay-off, they are automatically classed as limited members when being reinstated, if they are more than forty-five years of age. Notifications are sent to all persons reinstated after being dropped from the payroll, in the cases of both full and limited members.

After a discussion of business conditions the meeting was adjourned.

### DYEING, FINISHING, ETC.

#### *Yarn Dyeing*

IT was announced that, after investigation of the use of cheesecloth in clogs, it was decided that cheesecloth will not be provided for this purpose.

A representative mentioned the poor condition of the floor around the liquid dye stands in the Yarn Dye House, particularly near the acetic acid and vitriol stands. This will be investigated.

Inquiry was made about setting a

new moveman's rate, a matter brought up at a previous meeting.

#### *Finishing*

It was requested that a gas pump which is seldom used be removed from behind the process inspection table in the Finishing Room where it interferes with the work.

#### *Print Room*

It was reported that in a number of recent cases, pieces which have been sewn together for the Printing machine have been sewn with the faces of the joined pieces on opposite sides. If this is not discovered before the cloth is in the Printing machine, defective work results. Instructions will be given to have the cloth sewn correctly. Such cases should be reported to the foreman so that Defective Work reports can be made out.

### AUXILIARY

A discussion of the display and styling service which Cheney

Brothers have inaugurated to identify Cheney materials in department stores was held at the Auxiliary Division Works Council meeting May 14. This "Fabric into Fashion" service was described by Miss Esther Lyman of the New York office at the general meeting for April.

It was decided to hold meetings at 11:15 instead of 11 o'clock.

### VELVET

At a meeting of the Velvet Mill Works Council May 20, it was explained that several weavers who requested it were taken off night work. Every effort is being made to accommodate employees in this respect when replacements can be conveniently made. It was explained that studies on twisting Commission 3289 have been completed and a standard task will be set immediately.

## *Employees' Ideas May Solve These Important Problems*

Following are subjects on which we would like to receive suggestions:

1. Method of eliminating shiers after pick-outs are made.
2. Method for cutting down the amount of lint and other foreign matter collected in the color during printing operation.
3. Method of boiling off silk and worsted without chafing the silk or yellowing the wool.
4. Method of saving color in the Print Room.



# AWARDS NUMBER 75 TO DATE FOR 1931

## Most Valuable Suggestions Improve Equipment and Methods, Cut Cost, Promote Health and Safety

SINCE the beginning of the year 1931 awards have been made for 75 suggestions, an average of 15 a month. The Company is very much pleased with the employees' spirit of interest and cooperation made evident by the number of suggestions sent in, and wishes to thank the suggesters for the diligent efforts they have put forth in helping to eliminate waste and to improve our products. Actual monetary savings are difficult to compute in many cases; but it is estimated that suggestions accepted during the period from January 1 to June 1 will yield yearly savings of more than \$11,000.

The most valuable suggestions as a rule are those pertaining to actual improvements of equipment and methods, those relating to elimination of hazards and wastes, and those which result in improved quality, decreased cost of labor and materials, and definitely better working conditions.

Employees will find the foremen and other supervisors most anxious and willing to help them in the development of this class of suggestions. On the other hand, simple questions of routine maintenance and repairs should ordinarily be referred to those who are responsible for their correction; if you find something wrong with your machine, or if you notice a routine omission or breakdown, first speak to your foreman about it so that he may have an opportunity to enter a repair order or take whatever action is necessary. The value of constructive suggestions relating to new products, processes and improvements is constantly increasing. Suggestions relating to omissions of routine duties do not as often achieve anything valuable.

Suggesters are reminded that if they desire to have their identity revealed to the person or persons delegated to investigate their suggestion, it is often possible to carry through the investigation more quickly and more

effectively. If the suggester wishes to do this, he may so indicate on the Suggestion Blank. Suggesters are in no case required or even requested to have their identity revealed to anyone

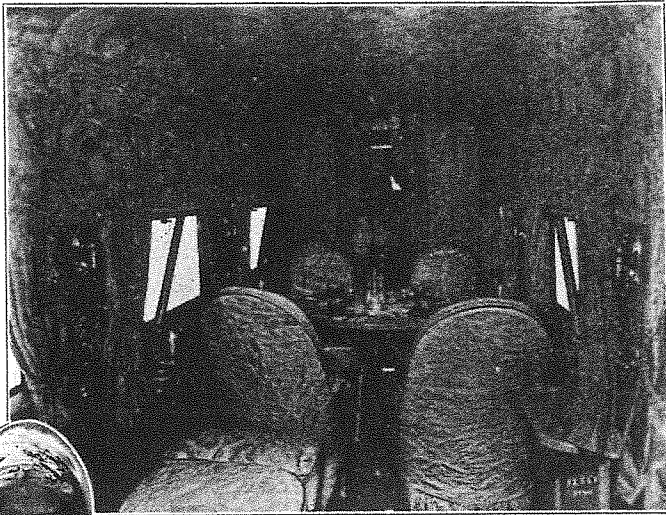
except the person in charge of suggestions, and the wish not to reveal one's identity does not in any way influence the standing of the suggestion.

### *They Won Suggestion Awards*

(Names of suggesters are not published unless they consent.)

- |                                              |                                                                                                                                        |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| JOSEPH QUISH<br>Tabulating Dept.             | Improving light in Tabulating Dept. by moving files away from window on east side.                                                     |
| S. ROSS SHIRER<br>Product Engineering        | Preventing cloth from falling on floor and becoming soiled by using trucks with sides instead of flat trucks, in Velvet Shearing Room. |
| DAVID MCKEE<br>Aux.—Electrical               | Installing switch on each branch of stop-motion lines, to make trouble-finding easier—W1A Weave Room.                                  |
| WILLIAM McMULLIN<br>P. D., P. & F.—Finishing | Preventing wrinkles in silk going through print machine towers by having cone rolls fastened more firmly in position.                  |
| RALPH NEFF<br>P. D., P. & F.—Piece Dye       | Preventing damage to asbestos covering of steam pipes on Star machines by extending tin covering over asbestos one yard higher.        |
| RALPH NEFF<br>P. D., P. & F.—Piece Dye       | Preventing loss of production cards by providing box in which dyehouse employees may deposit cards after working overtime.             |
| ALBERT FRACCHIA<br>P. D., P. & F.—Finishing  | Preventing soiling of cloth by placing sheet of tin on crepe dryer No. 144, below last net roll.                                       |
| MICHAEL CIVIELLO<br>P. D., P. & F.—Prep.     | Saving time in washing test tubes, etc., by installing sink near alkalinity control—B. G. Preparation Room.                            |
| JOSHUA FLEMING<br>B. G. W.—Warping           | Preventing warp threads of hard twist stock from catching under flange, by series of tapes which keep threads away from opening.       |
| EDWARD WISOTSKI<br>B. G. W.—R1A Weav.        | Preventing formation of rust on warp stop motion needles.                                                                              |
| ARTHUR SHORTS<br>B. G. W.—W1A Weaving        | Improvement on take-up catch to prevent weavers from getting black grease on hands and soiling cloth.                                  |
| WALTER MAHONEY<br>B. G. W.—W3C Twisting      | Eliminating trouble in weaving by building Jacquard harnesses with 40/6 cord linen twine making possible smaller knots.                |
| CHRISTOPHER HAMPTON<br>Velvet—V3C Shearing   | Preventing oil from dripping on velvet by placing pan against "rest" of shearing machine.                                              |
| LAURENCE TOMM<br>Throwing Dept.              | Saving light by installing separate switch for lights in First Aid Room—Spinning Mill.                                                 |

## DECORATIVE FABRICS BY CHENEY CLIMB SKY-HIGH IN FAVOR



Miss Ann Harding (insert), movie and stage star, has her own Bellanca Skyrocket. Above is the plane's modernistic interior with Cheney damask on walls and ceiling and Cheney changeable taffeta in the curtains. The fabric colors are green and gold. The plane was exhibited in the National Air Show in Detroit in April, and received considerable newspaper publicity.

### GOODS LEAVE FOLDING ROOM WRAPPED, LABELED AND PACKAGED FOR MARKET

**B**ROAD goods come to the Folding room wound on beams and wrapped in cotton "aprons" which keep the silk clean. A good deal more goes on in the Folding room than its name indicates. First there is a check-up on color, appearance, "hand", and other qualities by a skilled inspector whose job it is to decide whether the goods will be satisfactory to the trade in view for the requirements of each commission. The inspector is aided by a file of standard samples of every commission manufactured with which he compares new goods. He has another set of samples for comparing color.

If the goods are passed, they go to the Inspection machine to get a quality rating for the entire piece. The Inspection machine, which records every defect in the piece and also measures the length of the piece, is described by Allan Dexter, who is in charge of Quality Control, in the story beginning on Page Two of this issue. Every piece-dyed commission is

assigned a quality percentage below which goods cannot be regarded as first quality. The operator of the Inspection machine makes a record of the quality percentage on a ticket which accompanies the silk. She also marks with a red tag the beginning and end of defects which must be cut out.

The cloth next goes to the folding operation at which imperfect pieces are cut out, labeled with yardage, type of defect and commission number and sent through to be sold as imperfect. This elimination of defective cloth insures to the customer the high quality for which Cheney Brothers are noted.

The fabric is folded with a center crease and put up in two forms, one for prints and one for plain materials. Prints are wound on flat boards. These boards were formerly also used for plain colors until it was discovered that this method was apt to give the cloth a moire appearance. Plain goods, except some sheer fabrics, are now

rolled on tubes so that the moire effect can be avoided.

In these forms the goods are again checked for yardage. The entire bolt can be quickly and accurately measured according to its thickness, the thickness of five folds being used as a scale.

The goods are now ready to be wrapped and packaged. The Cheney label with classification data telling the commission, order number, etc., is pasted on both the bolt and the outside of the package. The tubular bolts of plain goods are wrapped in Cellophane held in place by stickers decorated with a printed fleur de lys and are tied with Ribbonzene. All bolts, tubes and boxes are made in the Paper Box Shop.

Leftover remnants are grouped in three classes: Class A includes "patchwork" pieces from 1/8 to 4/8 of a yard; Class B includes pieces from 4/8 to 7/8 of a yard; Class C includes pieces from one yard to five yards.

All first quality goods are shipped from the mill to the New York office the day they are finished. The Folding room keeps a record of every yard of goods sent out and preserves for about a year the inspection tags with the quality rating of each piece.

### CHENEY OPENS NEW GREY GOODS DEP'T

Cheney Brothers last month opened a new department at the New York store devoted exclusively to grey goods. James E. Shields, formerly with the Chenango Textile Corp., will supervise production and merchandising of high grade grey goods.

### C. A. STAYE NAMED VICE PRESIDENT

Charles A. Staye, foreman of the Printing and Color Rooms, was elected first vice president of the National Association of Textile Printing Colorists at a meeting in the Alexander Hamilton Hotel, Paterson, N. J., April 25.

Turn in extra copies of Silk News. Ask for more issues if you are not getting enough.

## COLONIAL PATTERN IN NEW MT. VERNON

**N**EWSPAPERS recently carried stories about the opening of a new Mount Vernon, a reproduction of the Washington home, which is America's contribution to the French International Colonial and Overseas Exposition in Paris. Part of America's contribution came from South Manchester, for the hangings in the banquet room of the building are of Cheney damask, Commission 5104, in gold, which was selected as an authentic reproduction of a Colonial style. This banquet hall and the music room were used for the formal opening of the house by Ambassador Walter E. Edge and C. Bascom Slemple, American High Commissioner.

In the recently remodeled Broadway Theatre, New York City, Cheney fabrics help carry out a color plan of apricot and green. Apricot velvet is used for the upholstery. Two shades of green satin (6085/6 and 6085/7) are combined with an apricot satin of the same line for the over-stage and side draperies.

The Cheney collection of fabrics of Persian design were shown at Brooklyn, N. Y., in a recent general exhibition of Persian art.

The main lounge of the Union League Club, one of New York's exclusive men's clubs, is decorated with Cheney damask (5562/3) in green.

## HOW THEY EARNED THE FIRST DOLLAR

**A. K. JOHNSON** — "By helping a wood seller load wood at one cent a load. The wood had been hauled from the lot and piled beside the main road, and it was while being loaded from this pile onto a wagon to be hauled to market that I, a boy of a few years, always dug in and handed the sticks to the loader. I retain two memories of these experiences. One is the joy of seeing the man's pocketbook come into view, the second is the not unpleasant characteristic odor of mince pie which always accompanied the loader."

**FRANK D. CHENEY** — "I think the first dollar I ever earned was

for picking dandelions; and the first dollar that I earned at Cheney Brothers was turning a hand reel in the dye house at 12½ cents an hour."

**Howell Cheney** — "Was put to work at quilling in the Hartford Mill (Cheney Brothers') at 5 cents an hour which the superintendent said was just 5 cents more than I was worth."

**Edward F. Taylor** — "Selling newspapers for O. Magnell."

**ROSS SHIRER** — "Reciting nursery rhymes for visiting relatives at age of four."

**C. R. GRIFFITHS** — "Carrying soft water from the bay in milk cans about one mile to a farmer for his bath for rheumatism at 10 cents a can."

**THOMAS MCGILL** — "Selling papers at 34th st. Ferry, New York City, during the Spanish-American War."

**JOHN H. HYDE** — "Selling Hartford Courant."

**WILLIAM J. MCKINNEY** — "Raking hay and putting it in the barn for Arthur Cone at \$.50 a day. Some combination: Perspiration, hay seed and a thirteen year old boy."

**WALTER TEDFORD** — "Soliciting grocery orders for T. D. Falkner (4 weeks) for which I received \$1.00 and a baseball bat."

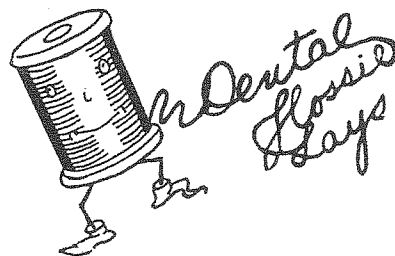
## TODAY'S RESUME OF SILK INDUSTRY

Continued from page 2

the differences in value, the substitution has been abandoned.

Because of these economic changes in the value of raw material, there are more pure dye and all-silk goods on the market this season than for several seasons past.

The volume of March, 1931, sales



Whose teeth will you be wearing when you are 40? Keep well teeth well.

in yards of piece goods reported to the Silk Association was 67.7 per cent. higher than the 1925-1927 average for the month and exceeded the previous 1929 peak by 1.9 per cent. The value of March, 1931, sales in dollars, however, fell off 41.3 per cent from the 1925-1927 average and 46 per cent from the March, 1929, sales value. The reported stocks on hand were 5.2 per cent lower than in March, 1929, but 29 per cent higher than the 1925-1927 average.

The existence of a visible world stock of raw silk nearly 80 per cent greater than the 1925-1927 average is a serious danger signal, though the estimated stocks in this country are approximately 20 per cent less than the 1925-1927 average.

**T**HE rate of employment in the trade as a whole showed a slight increase in broad looms and about 7 per cent increase in spindles in March as compared with the previous month; but these slight gains have probably been more than offset by April and May losses.

The prices obtained for goods during the season have been exceedingly unsatisfactory owing to the existence of a weak raw silk market, a slack demand for prints, and a large volume of forced sales of distress merchandise by the weaker houses.

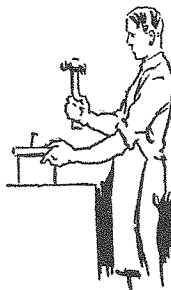
Design piracy has been a greater affliction than ever owing to the decision of the Supreme Court legalizing it, and the failure of Congress to pass any remedial legislation. The matter is quite rapidly passing out of the stage of what was even claimed to be innocent copying into outright theft.

The outlook for better business is not yet encouraging. The volume of spring business fell below expectations and the demand for velvet fabrics, traditionally a large part of fall business, is light. Before the silk industry of the country can make sound progress, it appears that improvement in at least the following factors is necessary:

1. Stabilization of the value of raw silk.
2. Cessation of excessive price cutting due to over-production and unsound credits.
3. Protection against design piracy.
4. Effective development of consumer demand.

## GOOD POSTURE JACKS UP YOUR POSITION IN LIFE

*"I can tell," said a famous medical expert during the war, "merely by looking at a man's posture how he is going to stand up under the physical strain and stress of battle."*



**W**HEN a Frenchman says "How do you do," his greeting, literally translated, means "How do you carry yourself?"

Well, how do you? Are you proud of your race and family? Do you have self-respect?

Then carry yourself accordingly.

False physical attitudes, like false mental attitudes, are acquired. You can pretty well tell a man's mental attitude by the way in which he holds his body.

Poor posture causes a number of physical abnormalities. Undue fatigue, shallow breathing, and small chest expansion may be the direct result of failure to carry yourself properly. Indigestion, disturbed periodic functions, headaches and nervousness can often be attributed to poor posture. Even cold hands and feet, and broken arches are sometimes caused by poor body mechanics.

Good posture embraces the carriage of the head straight above the chest, hips and feet. The chest should be up and forward; the abdomen in, or flat. The back should have the usual curves but they should not be exaggerated. The toes should be straight forward when you walk.

If you will notice people as they pass you on the street you will see the difference in their carriage. Some stand erect, walk briskly, and look

splendid. Many, however, are stoop-shouldered, narrow chested, and sluggish-looking.

What a remarkable difference it makes in your appearance whether your posture is good or bad!

And good posture is not only a matter of appearance, it is necessary to health and it affects your feelings. Stand tall and sit straight.

Stay young—watch your posture.

### TRUTH-IN-FABRICS OPPOSES PIRACY

**T**O fight design piracy, the Silk Association of America, Inc., is organizing a group to be known as "Truth in Fabrics." Everyone engaged in textile trades is eligible to join and to have designs registered with the Association's bureau, created for this purpose. To separate the sheep from the goats and to impress upon manufacturers, retailers and consumers the importance of design originality and design ownership, members of the

group will have tags attached to their fabrics. The group will also insist upon public expose of firms which are pirating. This plan, it should be understood, in no way takes the place of the Vestal Bill which will come before the next session of Congress.

### CHENEY SILK NEWS' NEW HEADQUARTERS

The Editor has moved. Cheney Silk News' telephone is now 245 and its headquarters are the Training Department office in the Broad Goods Warehouse.

**THIS WEEK**  
JUNE 8 — JUNE 13  
**CRAVATS**

Specially Priced at

**65¢ 75¢ 95¢**  
each

**CHENEY HALL  
SALESROOM**

### On The Cover

Quality demands fabric resistance to light. The Research Laboratory uses the Fadeometer to test the color and strength of fabric under prolonged exposure to light. To protect their eyes against the strong glare of the light, Laboratory workers wear protective glasses, shown in the picture, when inserting samples of cloth in the openings.

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

### 40" TRANSPARENT VELVET

is Now On Sale in  
the Following Colors:

FIRE FLOWER

LARK'S EGG

BOTTICELLI GREEN

GRASS GREEN

CORAL

NASTURTIUM

BLACK and WHITE

**CHENEY HALL SALESROOM**