

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

Published By Cheney Brothers  
South Manchester, Conn.

Vol. 2

MAY 1931

No. 2

## 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

## WILL DISTRIBUTE \$66,489 DIVIDEND

THE amount of the Benefit Association dividend which, it is planned, will be distributed within the next two weeks, is \$66,489.13, the accumulation of a five-year period.

Out of this sum full members will receive approximately 35 per cent of their total contributions. Full members eligible to receive dividends are those who have contributed at least twelve months since the beginning of their last term of membership and who are still members at the end of a five-year fiscal period, in this case March 28. The exception is made that full members who have been laid off within nine months of the end of a five-year fiscal period may participate in dividends.

The total amount of contributions over the five-year period from employees who will receive dividends was \$189,917.75.

The annual statement below shows an increase of \$6,000 over last year in sick benefits paid, and an increase of \$3,000 over last year in death claims. The death claims paid are increasing yearly owing largely to the change made in 1924, doubling the amount of death benefits for all classes without increasing contributions. Death benefits were larger this year even though the number of deaths was smaller by two than last year. The fact that pensioners are now allowed to continue carrying their death claims is also partly responsible for the increase

in this item. A number of major 1920, have constantly increased benefits in the by-laws, dating from fits in various ways.

## BENEFIT ASSOCIATION STATEMENT

### Assets and Liabilities for Year Ending March 28, 1931

#### ASSETS

Cash .....	\$40,200.11
Accrued Interest .....	238.11
Investments at market price as of March 28, 1931 .....	85,819.46
	<hr/>
	\$126,257.68

#### LIABILITIES

Accounts payable .....	\$1,000.00
Reserve for sick and death claims .....	14,333.50
Reserve for open claims incepted on or before March 28, 1931 .....	44,435.05
	<hr/>
	\$59,768.55
Reserve to be distributed to members .....	66,489.13
	<hr/>
	\$126,257.68

### Receipts and Expenditures for Year Ending March 28, 1931

#### RECEIPTS

Cash on hand March 29, 1930 .....		\$13,997.21
Members' Contribution (Net) .....	54,817.40	
Cheney Brothers Contribution .....	13,704.33	
Interest on Bank Deposits .....	520.20	
Interest and Dividends on Investments .....	3,262.60	
Sick Benefits Returned .....	97.75	
Checks long outstanding credited back .....	188.65	
Bonds matured and called .....	17,208.87	89,799.80
	<hr/>	<hr/>
		\$103,797.01

#### EXPENDITURES

Sick Benefits .....	36,816.90	
Death Claims .....	26,130.00	
Maternity Benefits .....	650.00	63,596.90
	<hr/>	<hr/>
Cash balance March 28, 1931 .....		\$40,200.11

#### MEMBERSHIP

Class		A	B	C	D	E	F	G	Total
Full	Men	6	48	94	403	347	372	498	1768
	Women	8	137	172	286	75	26	40	744
Limited	Men	—	—	3	81	71	50	62	247
	Women	—	8	90	109	58	15	4	269
Total									2998

#### NUMBER OF BENEFIT ASSOCIATION CLAIMS

Class		A	B	C	D	E	F	G	Total
Since	D	39	70	73	56	50	20	36	344
Nov. 1, 1910	S	719	5667	4385	3405	1741	647	502	17066
For Year	D	1	2	3	3	3	2	7	21
Ending 3/28/31	S	—	30	77	147	74	76	42	446
Average length of sickness									
Incl. Chronic Cases	—	34.3	22.3	27	38.6	36.6	65.7		34.4

## “FABRIC-INTO-FASHION” SKETCHES SHOW HOW FINISHED GARMENT WILL LOOK

THE “Fabric-into-Fashion” service which Cheney Brothers introduced to promote sales of this season’s prints and plain fabrics was described by Miss Esther Lyman of the Style Contact Department for Dress Goods at the monthly Works Council meeting in the Executive office April 20.

This service, on which Cheney Brothers have obtained a copyright, consists of fashion sketches which illustrate every print in the Cheney line as it looks made up in a pattern designed by one of the large pattern houses. Carrying the name of Cheney Brothers and, for the convenience of customers, the number and make of the pattern illustrated, the sketches are displayed in the yard goods departments and windows of 596 large department stores throughout the country. With the sketch the fabric is shown and the customer is able to see how the finished garment will look.

The great advantage of this plan is that it gives the woman who buys the materials the satisfaction which formerly was possible only when she bought ready-made garments and could see them in finished form.

THE last year, Miss Lyman said, has seen an increase in the amount of goods sold over the counter. An influence that has probably been important in promoting the sale of yard goods is the fact that today’s fashion demands clothes that fit the figure. A perfect fit is not easy to obtain ready-made. Another influence has been increase in the yardage needed for a dress from the three yards of a few years ago to five yards, as an average.

“Another interesting factor in the sale of silks today is the return to emphasis on branded merchandise. Stores want to feature merchandise that has a reputation. This trend represents a change from the custom of the last five years, during which it has been difficult to sell quality merchandise in the textile field by name. The Fabric-into-Fashion sketches identify Cheney silks right in the store. Women continue to be interested in quality and are less concerned about price than some would



McCreery's, New York, feature Cheney dress materials with Fabric-into-Fashion sketches in this display

have us think. They see the advantage of buying from a reputable house such as Cheney Brothers, especially when they are going to plan and make a dress or have it made by a dressmaker because they want to be sure that the garment will wear.

“Stores have seen the advantage of displaying a well-known name in their own advertising. They have also taken advantage of the service idea embodied in Fabric-into-Fashion and they describe it in their newspaper advertising using some of our sketches as illustrations. Here again the Cheney name is brought before the customer. Women have responded to the new service, finding it useful, and taking advantage of the information on proper ensembles and accessories which the sketches give.

“IN addition to offering the Fabric-into-Fashion service, we are arranging Cheney silk sections in department stores, where our goods are displayed in a group. Women employed by Cheney Brothers are sent into the stores to show salespeople how to sell yard goods and to present Cheney silks to advantage.

“It is possible therefore for a woman to go to the Cheney section of the yard goods department in some stores, select her fabric and pattern together,

and buy the silk without having to go off to the pattern counter to find out how much she needs. The number of yards needed is printed on the back of the sketch so that the old danger of buying too much or too little, as well as of selecting a pattern which doesn't suit the cloth, is eliminated.

“The Fabric-into-Fashion service has had great success during this, its first season, and Cheney Brothers plan to extend it with benefit. It is in line with the modern necessity for the manufacturer to keep in close touch with the ultimate consumer and to present his goods to the consumer so attractively that they will be successful in competition.”

At the conclusion of Miss Lyman's talk, during which she showed a number of prints accompanied by sketches of them as dresses and pyjamas, it was pointed out by Charles Cheney, who presided, that the manufacturer today has to run a much larger show than formerly. At one time the customers of the firm were the stylists: they told the manufacturer what they wanted. He gave it to them and they sold it. Today, the manufacturer must do the original styling and he must also take part in the retail selling.

Continued on next page

## "FABRIC-INTO-FASHION" SERVICE

Continued from page 3

A business session was held before Miss Lyman's talk. Mr. Lupien, secretary, read the minutes of the last meeting and they were approved. There were no formal communications from the employee representatives. Charles Cheney, chairman, asked if there were any matters which the representatives wished to discuss. Two questions which had been brought up at the Planning Committee meeting and which had been referred to the general meeting were answered. The first, whether foremen and superintendents received any reward according to how well they kept within their budgets, was answered by Howell Cheney who said that while the manner in which a supervisor handled his budget helped in a general way to determine his value to the Company, there was no direct relation between his compensation and the budget.

The question why Cheney Brothers do not open branch stores in various cities for the sale of their goods was answered by Horace B. Cheney. Mr. Cheney stated that it was not possible for Cheney Brothers to enter into competition with their own customers, who sell silks at retail, unless Cheney Brothers were willing to sacrifice the good will and the business of these customers. Such a move as the establishment of stores for the sale of first class goods would invite the enmity of these customers, and even if stores were opened in only a few places, chain and syndicated concerns would cease to sell Cheney products throughout their entire systems. To compensate for giving up their present customers, Cheney Brothers would have to operate

an extensive line of retail stores.

A representative asked why Cheney Brothers do not build up a larger inventory, giving work to the local weavers instead of finding it necessary occasionally to buy grey goods from outside firms. Charles Cheney answered that it was too great a gamble for a manufacturing concern to carry a large inventory when trade conditions were as unstable as they are today. A large inventory carries along with it the possibility that the goods will have to be finally sold at a price lower than the cost of production. Cheney Brothers have already experienced severe losses from this cause, and do not feel that it is wise to invite further losses. He stated that Cheney Brothers as well as the employees desire a regular working schedule, which to date it has not been possible to establish under the very pressing conditions which exist.

It was also pointed out that the carrying of large inventories results in tying up a correspondingly large amount of money, which is poor financing since the money is required as working capital and it is not wise to resort to borrowing for such purposes.

Howell Cheney announced that service pins will no longer be given for five and ten years' service, since more than half of the number of employees have served more than a dozen years. It is believed that the pins will have a greater distinction if given only for more than average service. Therefore pins will be given for 15-year service periods and every five year period thereafter.

## Question Box

**QUESTION:** Are the pensions of bonus employees figured on total weekly earnings or are all pensions figured on the weekly earnings of the fixed hourly rate or day-pay?

**Answer:** The amounts of pensions are figured on the total actual earnings, including bonus and premium.

**QUESTION:** If a person (employee) falls and is injured leaving a building at 12 o'clock or 5 o'clock, is he or she entitled to receive legal compensation from the Benefit Association, or is it only during working hours that an injury brings compensation?

**Answer:** First, let us get it clear that legal compensation for work injuries is not paid by the Benefit Association. Such compensation is paid entirely by Cheney Brothers, and Benefit Association funds are used only for illness and death benefits.

If an employee is accidentally injured while leaving the place of his employment at 12 or 5 o'clock, he ordinarily receives compensation since he is on the premises of his employer and is doing something which his job involves. We say *ordinarily* since there are situations in which the employee cannot receive compensation, for instance if he is injured while "fooling". He does not receive compensation if he is injured after leaving the premises of the Company.

**QUESTION:** Why don't loomfixers get a vacation?

**Answer:** No hourly rate employee receives a vacation with pay at Cheney Brothers. Loomfixers are in this group.

**QUESTION:** Why don't Cheney Brothers drop the rates on the train carrying passengers from the North End?

**Answer:** The rates on the South Manchester Railroad are subject to regulation by the Connecticut Public Utility Commission. They are ultimately governed by competitive conditions, and are usually, as at present, the same as charged by the other public carriers operating between the same points. The rates now happen to be lower than any commuter's rates offered by the New York, New Haven & Hartford Railroad for similar services.

## MORE PROBLEMS TO SOLVE

Can you suggest:

1. Ways to eliminate or reduce "barriness" in Flat Crepes.
2. Ways to eliminate or reduce "bunch marks" on pure dye commissions.
3. A method of washing cotton back greys that will prevent grey marks on silk.

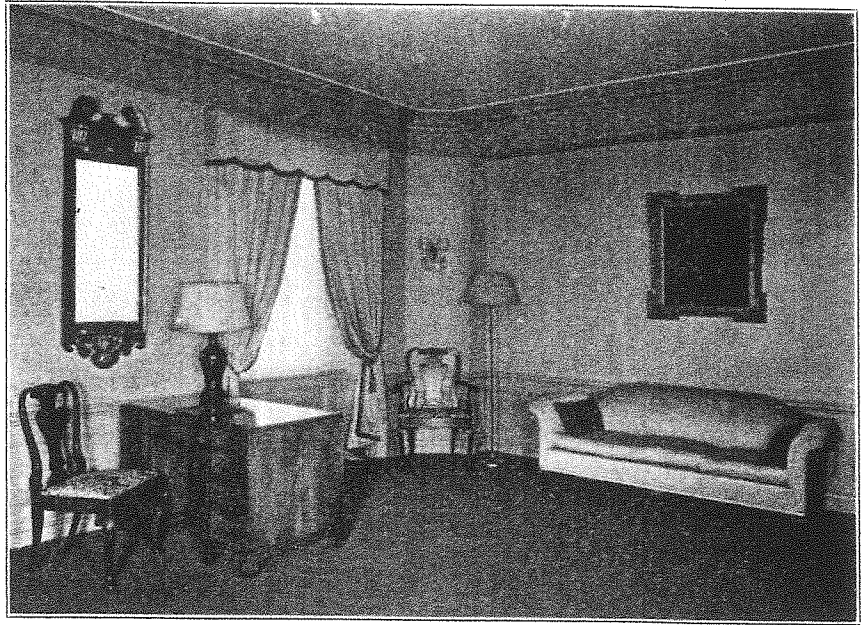


# CHENEY SILKS IN NEW WALDORF-ASTORIA

## Decorate Home-Like Rooms in Metropolitan Hotel

**T**HE new Waldorf-Astoria, occupying an entire block between Park and Lexington avenues, from 49th to 50th street, New York, has 47 floors and more than 2,200 rooms. The management has adopted an extensive decorative plan, the aim of which is to produce home-like rooms, suites and apartments, each with its own individuality expressed in the furnishings. To accomplish this, leading interior decorators of the United States, England, France and Sweden are collaborating. Among them is the firm of W. & J. Sloane of New York which is making extensive use of Cheney fabrics: hundreds of yards of decorative and upholstery materials.

The new hotel recognizes a tendency towards the establishment of more or



A room in New York's new Waldorf-Astoria in which Cheney Sienna canvas is used as an upholstery covering

less permanent town residence in hotels and the demand for more liveable qualities in the large metropolitan

hotel. To the latter Cheney silks are making their contribution in beauty and durability.

## MANAGEMENT FROM "THE BOTTOM UP"

**"S**CIENTIFIC management absolutely reverses the current of management. Formerly management was from the top down, now it is from the bottom up. Old management was a military organization. The man at the top told everybody what to do and what to do it with. The man in the shop was always working under pressure transmitted with partial success and in garbled form, through various channels from the top down to him.

"Now the workman finds he cannot earn his bonus unless conditions are right; unless his machine is in order; his material on hand, and of good quality. In case of trouble he himself looks for the cause and goes immediately to the foreman. If the foreman cannot cure it at once he goes to a "higher-up"; to the purchasing agent for better material, to the production-control department for more prompt arrival, or to the engineering department for better light.

"If delays occur, every one in

authority is instantly subjected to clamor and pressure from below. Everybody is trying to get things to move. Alibis are cast aside. Everybody is trying to get more action, instead of seeking some excuse for not giving action.

"The management is working for the men instead of the men working for the management. . . . Manufacturing is infused with life."

— CHARLES CHENEY.

From FACTORY

## SILK MEN, DRESS TRADE COOPERATE

Ward Cheney is a member of a permanent inter-trade committee con-

sisting of five silk manufacturers and five members of the dress trade appointed recently to study elimination of waste, general cooperation between the trades, and proper introduction of new styles.

## ELECT DIRECTORS FOR GIRLS' CLUB

The following directors have been elected by the Girls' Athletic Association to serve for a year dating from April 1: Main Office, Alice Paradis, Martha Kissmann, Lillian Thörnfeldt, Edna Pettengill; Tabulating, Annie Ryan; Old Mill, Mary Stratton, Mildred Wright; Dressing, Kathryn Gustafson; Velvet Mill, Marcella Karpin, Mae Sherman, Isabelle Abraitis, Mary McKinney.

Cravat Mill, Eva Armstrong, Frances Lielasus, Marion Lockwood; Spinning Mill, Mary Damato, Ruth Griffith, Anna Gustafson, Ruth Hanson; Throwing Mill, Louise Pukofky, Edna Anderson; Weaving Mill, Marie Filiere, Clara Jackmore, Emily Kissmann.

## On The Cover

The Palmer machine in the Finishing room holds the silk at the desired width and carries it over a steam heated drying frame. Charles Carlson, left, and Emil Hicking, right.

# "WE MUST PREPARE NOW TO MEET THE DEMANDS OF INDUSTRY"

## Trade School Turns out Type of Craftsman for which State is Renowned

By J. G. ECHMALIAN  
Director, State Trade School

VOCATIONAL education as carried on by the State Trade School is education with a definite objective for those over fourteen years of age. Its aim is to train young men and women to successfully engage in some profitable vocation, and therefore become self-respecting, self-supporting American citizens, living a useful and purposeful life. It is an education whereby an individual may equip himself to secure an honorable livelihood for himself and those dependent on him.

### Historical Sketch

When Connecticut was settled approximately three hundred years ago, every boy was compelled to learn to read, write, and learn a trade. Learning was done largely through the home with the parent assuming responsibility of educating his children. As society advanced and demands for skillful workmen grew more exacting, a group of industrious and visionary men developed an idea into a recognized and established public policy and in 1910 established the first public trade school at Bridgeport, Connecticut. Since 1910 trade schools have grown so rapidly that today there are eleven trade schools in the state, with a total enrollment of 3,460 day students and 1,567 evening students.

### Industrial Connecticut

The resources and wealth of any nation or state depend upon its raw materials, its skill, the intelligence of its craftsmen, and the industrious application of these resources to quality and quantity production. Connecticut today is recognized as the industrial beehive of the United States, leading all New England and holding a place well above the average for the United States. Of all our workers 58% are engaged in some form of productive mechanical work. Ours is indeed an industrial state with unlimited opportunities for advancement in mechanical, electrical and building trades. We lack the water power and

natural resources of a great many of the other states, and our prosperity depends upon the continued development of our world renowned craftsmanship. We must continue to have the most skilled artisans.

### Vocational Education

With business depression existing over the entire world, probably there are many people who do not believe that there is any present need for training in many of our basic trades. Although it is true that many people are out of work or are working short time, we must believe that, as in the past, conditions will change and business will soon be on the upswing. History shows recurring stoppages and still greater recoveries, resulting in a great shortage of skilled craftsmen. It will be for this shortage that many trained men will be needed. We must not alter our faith in American progress and ingenuity, but must prepare now to meet the demands of industry.

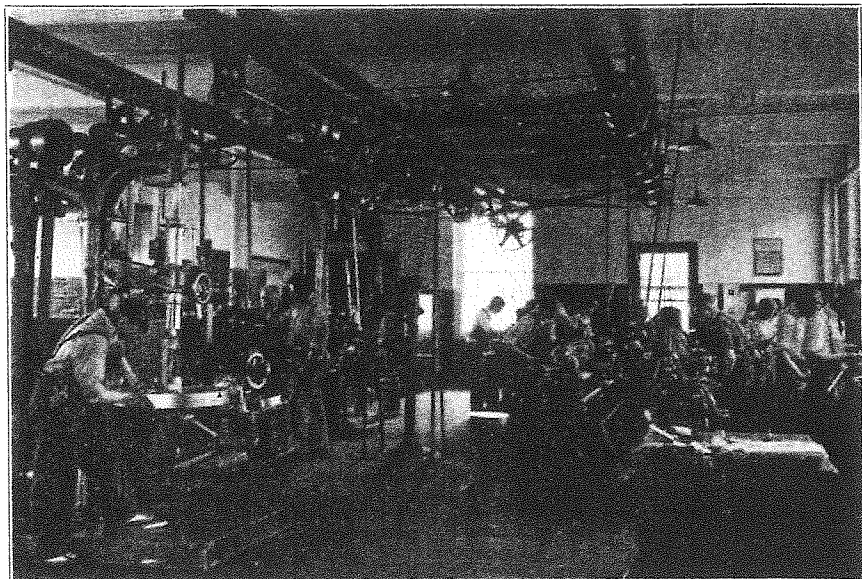
It is conservatively estimated that there are at least two thousand trades or occupations for which trade school training is directly helpful in making

one an excellent life and a living. There is a large field indeed for the trade school. In the past and to some extent at present, in an effort to create a substantial reserve force of skilled employees, manufacturers have maintained plant schools in vocational subjects at an enormous expense. This is a costly undertaking which hurts industry economically. Industry should not be obligated to train the future artisans; this is a job for the trade school where conditions are ideal for this training.

Normal children who leave school between the ages of fourteen and eighteen years to go to work are losing much of their future productive efficiency. Probably no period in life is more valuable for educational purposes than the period from fourteen years on. Boys and girls who leave school at this age to enter employment are often of low value as producers and will "float" from one factory to another with intervening periods of idleness.

### At South Manchester

The South Manchester State Trade



A glimpse of a part of the Trade School's machine shop, above, shows boys learning to use lathes, milling machines, shapers, arbor presses and grinders under the instruction of P. J. Volquardsen, shown second from the left, and W. J. Hanna.

School is one of the eleven trade schools managed by the Connecticut State Board of Education. It is an integral part of the state public school system. Instruction is free to any resident of Connecticut who is fourteen years of age or over, physically fit, of good moral habits, able to profit by the instruction given, and who has satisfactorily completed the equivalent of at least a grammar school education.

The Trade School had its beginning as a town textile school in one of the small departments of Cheney Brothers' factory in April, 1912. In 1915, it was taken over by the State Board of Education and has since existed as a state institution.

From the small school of about sixty-seven students it has grown to one of almost six hundred students.

### Courses of Instruction

The Trade School offers several general types of courses, namely:

1. All Day trade.
2. Cooperative High-Trade School.
3. Mechanical drawing for High School students.
4. Prevocational courses.
5. Part-time trade extension.
6. Evening Trade School.

All day courses are intended for persons who desire to spend their entire time of one and one-half to three years (depending upon the course) in preparation for advantageous entrance into one of the following vocations:

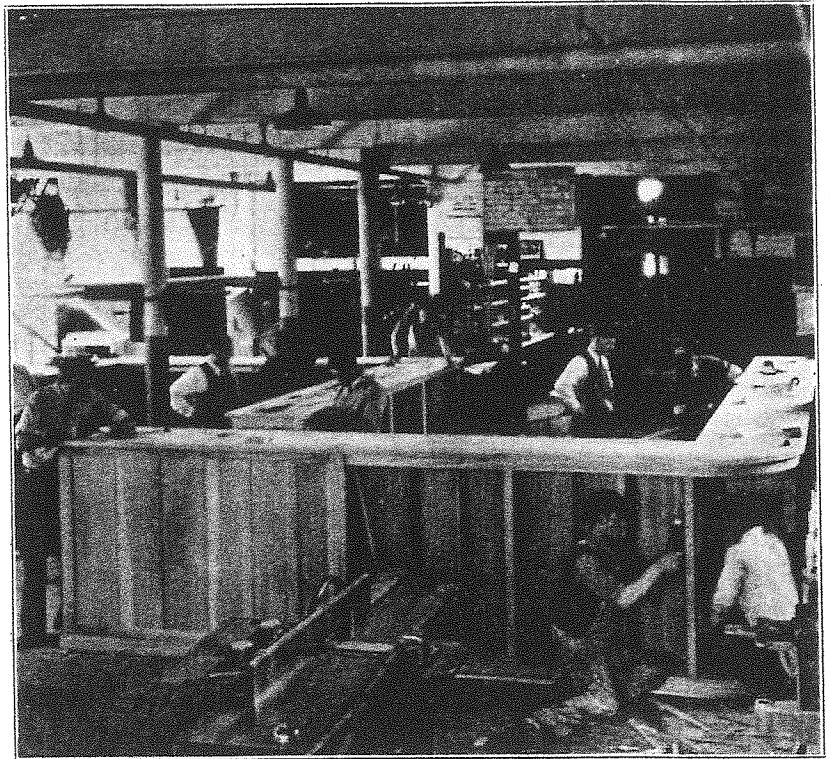
Architectural Draftsman  
 Mechanical Draftsman  
 Machinist and Toolmaker  
 Carpenter  
 Electrician  
 General and silk textiles

Cooperative courses are offered in all trades and are intended for those who desire to complete a high school course of study and at the same time learn a skilled trade. This course leads to diplomas from both schools upon graduation.

High School students in mechanical drawing attend courses for two High School periods each day.

Prevocational Courses are given to seventh and eight grade pupils and are designed to enable students to discover for which of several vocations they are best fitted. The work is exploratory.

Part time of four to eight hours each week is offered during working hours to apprentices in employment.



A scene in the Carpentry Department where boys are putting up a counter cabinet for a local store. William Roscoe and Alex T. McBride are instructors.

Work is supplemental to daily employment of apprentices.

Evening Trade School courses are offered in all classes to those for whom instruction is supplemental to daily employment.

In the day trade and cooperative courses, the student spends about sixty per cent of his time in practical shop work and forty per cent in the study of trade theory, hygiene, science, mathematics, and drawing related to his work.

### How Trades are Taught

Trade School instruction is based on the fact that individuals differ from one another. All instruction is individual. There are learners in all stages of progress because boys are admitted into classes at any time throughout the year.

Principles and laws of learning are extensively applied in trade school education. When a boy enters Trade School, the teaching plan in general is as follows:

1. Preparation—motivation of the learner's mind to enable him to receive new ideas.
2. Presentation — Presenting idea to learner in a simple and direct manner by the use of a pattern.

3. Application — by continuous correct practice and comparison learner applies new idea until instructor is satisfied.

4. Testing—this is not a part of learning, but is an instructional step. It is a process whereby the instructor satisfies himself that the learner has mastered the new ideas.

The purpose of the teaching plan is to form correct habits of thought, work and conduct. Development of correct work habits is a necessary training for successful employment. Straight clear thinking habits are developed in learners by appealing to all the boys' senses by having them actually handle tools, materials and machines, and produce a commercial product in an industrial atmosphere. Although industrial processes of the most recent type are used and learners' performance is measured by standards such as industry demands, still learners are trained for what they are and not for what they can produce. Trade School is not a shop, although there are shops in the school. The school is developing capacities for self-support and contented citizenship, producing an independence of thought in the learner that makes for craftsmanship and happy life.

## What's Happening in Departmental Meetings

### THROWING, WINDING, ETC.

**R**EPRESENTATIVES of the Throwing, Winding & Spooling departments met April 21. It was reported that a study had been made of the combination of 40/50 and 80/100 Japan Douppioni, 30 turns on the second time spinning, which resulted in bringing the job down from one and one half machines to one machine. A check on this study gave the same results. The task will remain until the present lot of 80/100 Douppioni is exhausted.

The size of task on 20/22 China boil-off was also investigated. It was stated that the first lot studied figured 105 spindles (2.92 breaks per skein) and a special rate was set at 102 spindles, as the operatives were running 102. This task called for 197.1 skeins per day or 22 pounds. The average production was 24.6 pounds.

The second lot studied figured 119 spindles (2.34 breaks per skein) and an average of the two lots figured 112 spindles, the same as 20/22 Japan boil-off.

Although the running conditions on the second lot were better than the first according to the study, the production on 112 spindles was less than was made on the first lot on 102 spindles. The average production was 99.8% showing a loss of .2%. One winder was on this lot for one full day and part of the next and she was the only winder to make the rate. The others were not on the lot for a full day. All winders on the above lots made bonus for the full week of 10% to 14% gains.

In answer to a question, the information was given that icing water for the drinking fountains will commence May 1.

Owing to the fact that additional room is not immediately needed for Broad Goods operations, the moving of the Winding & Spooling Department to the Dressing Mill is temporarily postponed.

A general discussion took place on the running conditions of 20/22 and 24/26 Japan boil-off wound in Winding & Spooling. Diversified opinions were offered on the merits of the adoption of a daylight saving schedule.

William C. Cheney, who presided, stated that it was impossible to give

any real information regarding prospects on increased business.

Progress in the adjustment of one personal matter was reported.

### DYEING, FINISHING, ETC.

**T**HE regular meeting of the Piece Dyeing, Printing & Finishing and Yarn Dyeing Departmental Works Council was held April 16.

#### Yarn Dyeing

A representative asked why the management had forbidden the use of cheese cloth by employees who wear clogs. It was explained that this had not been considered necessary and therefore had been eliminated as an economy measure. However, representatives pointed out that ordinary socks worn with clogs are not sufficient to prevent chafing. This matter will be investigated from the point of view of safety.

#### Finishing

The question was asked whether the illness of an employee who has been out six weeks affected his standing with the Benefit Association. His standing is not affected thereby, it was explained.

#### Print Room

Since the present Dressing Room for printers is very warm during summer, this question was discussed and the management agreed to review the matter with the Engineering Department.

#### Piece Dye

A representative reported that employees have requested a bench to be placed outside the Preparation building for use during lunch hours. He was advised that this would not be provided, because it is not in line with the Company policy to provide outside benches which soon become unsightly places. Suitable lunch rooms are provided.

#### VELVET

**A**T a meeting of the Velvet Mill Works Council April 15 a representative questioned the weaving credit rating classification of Com-

mission 3289. This commission was shown to be classified correctly according to the method used when determining the class in which a commission should be placed.

Acting on a request from several night weavers, a representative asked if it would be possible for the day and night weavers to operate on a four week alternating schedule during the summer months. This request will be given serious consideration. Meanwhile the representatives will obtain opinions from a greater number of weavers.

The twisting representatives asked if a standard task could be set for twisting ground warps on Commission 3289. Experiments are in progress on twisting the ground warps of this commission, and period tasks will be set until these trials have been completed.

### AUXILIARY

**S**TEPHEN C. HALE, manager of the Auxiliary Division, spoke at the Works Council meeting of the division April 23, on the outstanding experiences of his recent trip to the Second National Congress of Equipment, Management and Material Handling at Cleveland, Ohio. He visited several plants in which he found a system of maintenance similar to Cheney Brothers'.

A discussion followed on working hours in the various departments. The Paint Department is getting considerably more work; the Machine Shop is on a four day per week schedule.



Unclean teeth decay most at night. Have you had your spring cleaning?



# FIRST DOLLAR WAS THE HARDEST

—Or So it Seems From Employees' Horatio Alger  
Stories of Early Business Ventures

**CHARLES CHENEY** — "You ask me how I earned my first dollar. The first money that I earned was not a dollar. It was just three cents. It was paid me by my grandfather, Charles Cheney, for digging weeds out of his newly planted lawn in front of his new house, the large red house on Hartford Road. He gave me a silver three cent piece which I still treasure in my tin box. The little coin is no longer seen in circulation. It is very thin and has a diameter of about one half of an inch.

"The first dollar I earned from Cheney Brothers was for cutting open cocoons for the purpose of ascertaining the weight of waste chrysalis contained in each lot received. I worked under the direction of Miss Lizzie Finley in the little office at the left hand side of the entrance to the Spinning Mill. I received then and for several years one dollar per day for ten hours of work."

**AUSTIN CHENEY**— "After leaving school my father thought I should supplement my engineering education with practical shopwork before starting with Cheney Brothers. I obtained employment with Fraser & Chalmers, Chicago, (now Allis Chalmers Co.), builders of mining machinery. My first employment at 10c per hour was on designing a large stamping mill for the Rand mine in South Africa."

**E. BALLSIEPER, SR.** — "That one is never too young to get acquainted with work was my father's belief and so he took me into the Finishing and Folding Rooms of Schneewind and Company in Elberfeld, Germany, to do odd jobs during my six weeks' school vacation. I was then ten years old and received \$.75 weekly for a 63-hour week."

**R. C. PILLSBURY** — "My first earned dollar came as payment for carrying a paper route when I was ten years old. I got a dollar a week until the paper failed. They always retained two weeks pay before pay day. So I am still out two dollars."

**J. W. NICKERSON** — "Two days' pay as office boy with a Boston

architect constituted my first earned dollar, from which it was necessary to deduct four car fares and two lunches to obtain net earnings."

**L. S. CARTER** — "Received one cent per day for delivering milk three fourths of a mile distant each evening after school."

**HARRY BENSON** — "Running errands and then some."

**WILLIAM J. ROWE** — "Deck hand on a coastwise tug. Eighteen hours a day at \$1.00 a day."

**B. L. KNIGHT** — "Digging clams at 15c per peck."

**H. R. MALLORY** — "Grinding the burrs off castings when starting to work in a machine shop."

**A. F. LASHINSKE** — "'Hayin' at 10c a load."

**WILLIAM N. SWEET**— "Helping deliver groceries after school and Saturdays, at Webster, Mass."

**JOHN L. REINARTZ** — "Setting up bricks in a brickyard at 1c per thousand."

**OTTO L. SEELERT** — "Picking up potatoes for W. Walbridge at 1c per bushel."

**U. J. Lupien**— "Shoeing mules." (Ed. Note: !&/\$\*\*X\$!!!)

**Fred P. Hansen**— "\$.04 per hour, ten hours per day, weeding onions for Mr. Seth L. Cheney.

**William C. Cheney** — "Grocery store, 50 cents a day. Owner said I was overpaid and no doubt he was right."

**Oswald Fisher** — "Picking blueberries on the Massachusetts hills."

**Phillip Cheney** — "Digging weeds."

**C. Herman Cheney**— "An exception to the rule. Cannot remember."

**Emily Kisemann** — "Washing dishes. I counted the money a dozen times on the way home."

**Albert Jackson**— "Selling Hartford Evening Post."

**Stephen C. Hale**— "Gave a bunch of arbutus to a 'city' lady and received

a dollar."

**Al Behrend**— "Picked dandelions, 10 cents a pail."

**Fred J. Bendall**— "Folding newspapers each Friday for the South Manchester News."

**Albert Tedford**— "Picking strawberries."

**ALBERT ROBINSON**— "Delivering Hartford Evening Post on West Side."

To be continued

## PAY \$2.00 CHARGE FOR REFRACTION

**W**HEN an employee has his eyes examined for glasses, the eye specialist, Dr. Harry S. Reynolds of Hartford, who comes to the Medical Department for this purpose, makes a charge, \$2.00 of which is paid by the employee and the remainder by Cheney Brothers. This explains the \$2 charge which is added when the employee pays for his glasses. The glasses are obtained at manufacturer's cost, as a result of a special arrangement made by Cheney Brothers with a well known optical company.

Dependents of employees and other members of their families may also have the services of the eye specialist, but in these cases the fee is paid directly to the specialist and the cost is not shared by Cheney Brothers. Family members may, however, buy their glasses at the same price as employees.

All appointments must be made through the Medical Department.

## DEXTER AND TAYLOR INVITED TO SPEAK

Allan Dexter, who is in charge of Quality Control, was chosen by the Planning Committee of the Works Council to speak at the general May meeting on "Quality Control for Finished Goods", and also to demonstrate the use of the inspection machine which he invented. The committee, which met April 15, decided to invite Edward F. Taylor, superintendent of the Throwing Department, to speak at the June meeting.

## SERIES OF OPERATIONS GIVE DESIRED "FINISH"

**T**HE finishing operations for both print and pure dye materials are essentially the same, although the process for prints is a little more complicated.

When the goods come from the Printing machine, they go directly to the "Ager" in which the fresh colors are partially fixed in the fiber by steam. The fixing is completed in the Cottage Steamer in which the goods remain for 45 minutes, under a steam pressure which depends upon the color. An effort is made to use in one design colors that require the same amount of steaming, but this is not always possible. Before entering the Cottage Steamer the goods are wound on paper to prevent the unfixed color from spoiling the cloth.

Having served its purpose, the paper is removed, the goods sorted, tickets attached, and the lot sent to sewing machines to be joined and wound onto a large beam. The cloth is run at full width through the Print Washer to remove print gum and excess color taken up during printing. Some types of fabrics are then dried on the Crepe Dryer and later steam-tentered to take out wrinkles. Some materials, such as failles, chiffons and certain cravat fabrics, have to be dried on the tenter on which they can be held stretched at full width, so that wrinkles will not be dried in. Once a wrinkle is dried into cloth of this type, it can be taken out only with great difficulty.

At "process inspection" the goods are examined for printing defects. Some of the most troublesome ones are "doctor snaps" showing up as white lines caused by foreign material which lodges under the doctor blade of the Printing machine and keeps the colors away from the cloth; and "mark-offs" caused when unfixed color smudges onto a lighter portion of the print.

**T**HE actual "finishing" operations really begin at this point. Sizing is the first. This operation has nothing to do with what we commonly think of as physical size; its purpose is to give the goods a desirable "feel". The cloth is passed through a two-roll mangle and a solution made up of various gums and softening agents. Here again, the cloth must be dried on

the Crepe Dryer, in some cases fully and sometimes only partially, whenever it is desirable to keep out wrinkles by completing the drying on the Palmer Machine. Prints which are half dried in the first operation are sometimes loosely folded or pleated in baskets to avoid mark-off while they are being fed into the Palmer, the machine illustrated on the cover.

In what is usually the final finishing operation, the goods are run through the Hydraulic Calender, pictured with this article. The pressure exerted upon the silk as it passes between two heavy rollers is very great, and is regulated according to the type of cloth and the desired "hand". The calender softens and refines the fabric, and the higher the pressure exerted, the softer the resulting "hand".

Sometimes it is necessary to further soften the silk on the "Button Breaker", a curious machine with rows of revolving rollers fitted with numerous brass knobs.

After the goods have been worked up to the proper "feel", they are sent to the Folding Room for final quality inspection and shipping.

**P**rocedure for pure dye silks is much the same. Sheer crepes and chiffons are treated successively by the Sizing machine, the Crepe Dryer, where they are fully dried, the Steam Tenter and the Hydraulic Calender. Heavy cantons and flat crepes follow the same route with the difference that they are half dried on the Crepe Dryer. The drying is completed on the frame Palmer unit which has clamps to hold the material at the correct width while being dried.

## FRANK CHENEY, JR. AGAIN PRESIDENT

**T**HE following officers of the Benefit Association were reelected at the annual meeting:

Frank Cheney, Jr., President.

H. I. Taylor, Vice President.

Arthur Bendall, Superintendent.

Raymond L. Bidwell, Assistant Superintendent.

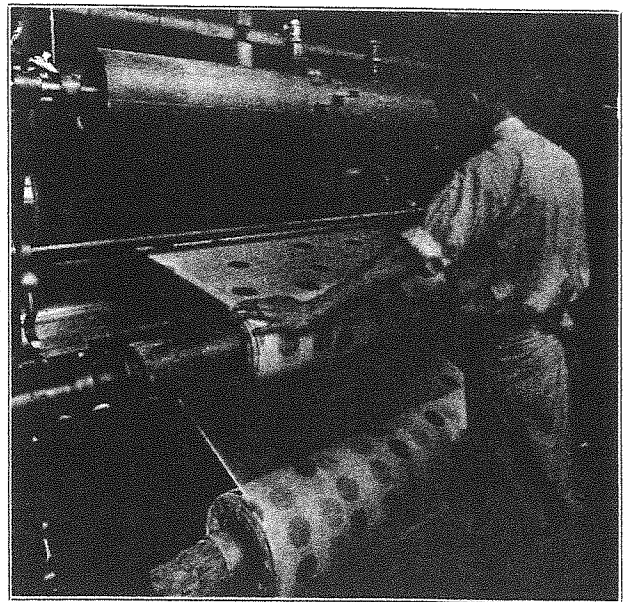
Dr. R. P. Knapp, Medical Director.

Operating Committee: U. J. Lupien (representing Cheney Brothers); Charles Staye (representing members); Arthur Bendall.

Finance Committee: H. I. Taylor (representing Cheney Brothers); Edward F. Taylor (representing members); L. S. Carter, Treasurer.

Auditors: C. Herman Cheney (for Cheney Brothers); Arthur Lashinske (for members).

Trustees: Frank Cheney, Jr. (reappointed to represent Cheney Brothers); H. I. Taylor (reelected to represent members); trustees who continue in office: For Cheney Brothers, Howell Cheney, W. C. Cheney, Philip Cheney, U. J. Lupien, L. S. Carter; For the members, E. F. Taylor, C. A. Staye, Herman Montie.



Max Schaller runs a coin dot chiffon through the Hydraulic Calender, usually the final finishing operation.

A vacancy exists on the Board of Trustees created by the pensioning of William Walsh. The Trustees will appoint a successor.

## Loomfixer and Weaver Pensioned



**ROBERT CURRAN**

Pensioned April 1, Mr. Curran had completed more than 44 years in Cheney Brothers' employ. He was a loomfixer in the Broad Goods Weaving Mill. His home is at 33 Church Street.



**MRS. JOHANNA SCHURMANN**

Mrs. Schurmann was pensioned April 1 after a period of service lacking one month of 36 years. She was a weaver in the Broad Goods Weaving Mill. She lives at 58 Cooper Hill Street.

### WHAT "INTERFERENCE" MEANS IN TASKS

WHEN an operative is running more than one machine, or more than one unit on the same machine, as in the throwing operations, there is "interference". Interference is the time during which a reel, spindle or some other unit is idle while the operative is doing handwork on another unit. In setting a task and deciding how many machines or units a single operative can run, this item of interference has to be taken into consideration.

Work such as the handtime job of turning and picking out corners of cravats or the machine time job of running a washing machine in the Steaming room of the Dyeing and Finishing Mill do not involve interference. Most spindle operations, however, are of a different type. In such jobs as winding, doubling, transferring and twisting, the operative goes from one unit to another, tying breaks or changing spools, and no matter how quickly she gets about, there has to be some time when the spindle is unproductive.

The same is true for numerous other types of jobs where the operative's attention is divided. Multiple loom weaving jobs are an outstanding example.

When the Task and Bonus plan was introduced many years ago, among the problems that had to be solved was, "How much time should be allowed in all these different kinds of

jobs for 'interference', or the time when a particular unit is not making production?"

To find out what percentage of time should be allowed for these necessary delays, a great number of studies were taken. The conclusions reached in the case of the spindle operation, which we will use as an example, are dated thirteen years ago and have been followed ever since.

From the studies it was learned that the amount of idle time, or interference, increased with the size of job according to a uniform scale and consequently a table was drawn up showing the amount of interference that might be expected, as a result of experience, for jobs ranging from 70 per cent of a job up. If an operative is running only 70 per cent of a job, the interference is comparatively small because the worker has more time in proportion to the number of units he is running. On this size job, 10 per cent of the machine time plus the hand time per skein is allowed for interference. For a full size job (100%), 15 per cent is allowed and the amount allowed increases uniformly when it is necessary to run a more than 100 per cent job.

Similar tables have been worked out for other types of multiple jobs.

### Girls A. A. Treasurer's Report

April 1, 1930 to April 1, 1931

	Receipts	Expenses
4/ 1/30 Cash on Hand .....	\$202.34	
155 Members' Dues @ \$.60 .....	\$ 93.00	
Cheney Brothers for each member .....	93.00	
Stationery and Membership Cards .....		\$ 9.20
Engraving Bowling Cups .....		2.95
4/ /30 Basketball .....		3.35
5/11/30 Breakfast Hike .....	15.70	13.98
6/12/30 Moonlight Hike .....	10.90	9.46
6/24/30 Strawberry Festival .....	21.10	14.84
6/28/30 Elm Camp over night Party .....	85.50	85.00
7/17/30 Shore Party .....	80.50	97.00
10/ 6/30 Harvest Supper .....	35.50	50.00
3/10/31 Bowling Banquet .....	70.25	152.18
Planning Committee's meetings .....		11.06
Tennis .....	55.50	58.20
The James W. Brine Company .....	84.02	119.35
	<hr/>	<hr/>
Receipts .....	\$644.97	\$626.57
Cash on Hand 4/1/30 .....	202.34	
	<hr/>	<hr/>
Total Receipts .....	\$847.31	
Total Expenses .....	626.57	
	<hr/>	<hr/>
Cash on Hand 4/1/31 .....	\$220.74	

EMILY M. KISSMANN, Treasurer.

## They Won Suggestion Awards

(The names of winners of suggestions are not published except with the consent of the suggester.)

NAME	SUGGESTION
A. W. SMITH Weaving — W2B	Saving time spent going to other rooms to use the emery wheel, by installing motor driven emery wheels in W2B and other rooms where looms are run by belts and shafting and where the emery wheel is stopped when the looms are stopped.
JOSEPH CHAMBERS Scheduling Div.	Eliminating crushing caused during boil-off of Commission 3288.
CHARLES MORGAN Scheduling Div.	Dispelling benzine fumes in Cleaning Department by small electric fan.
W. J. MCKINNEY Training Section	Remodeling discarded plain quiller spindles into automatic and feeler quiller spindles.
S. MERENINO P. D., P. & F. — Print Room	Eliminating danger of accidents caused by dropping color boxes, by cutting off 12 inches from metal mat in front of sink, thereby enabling the truck containing the boxes to be brought closer to the sink — Color Shop.
C. REYMANDER P. D., P. & F. — Print Room	Checking length of print greys before they are used.
C. WEHR P. D., P. & F. — Print Room	
HENRY GAY Velvet — Wet Finishing	
WILLIAM G. CHAMBERS Velvet — Shipping	Preventing accidents to employees' hands by placing wire netting guard around electric fan on tenter machine — Velvet Wet Finishing Room.
MARY E. MILLER Ind. Rel. — Salesroom	Expediting velvet shipping by electric bell installed in Dry Finishing Room for use in notifying Shipping Room when velvet production is ready.
	Increasing sales and saving time and labor in Salesroom by putting up salesmen's samples and B stock in attractive compact form on card-board.

### PREVENT ACCIDENTS

SOME accidents are freaks. Most of them, however, have some feature that keeps recurring. This is the kind of accident that we are after. We want to get rid of it. If one accident teaches us a lesson, we might as well profit by it, instead of forgetting it. This department has collected some typical accidents — and some freak ones too — to give employees an idea where and how accidents happen, so that they can help themselves to avoid accidents. A new angle will be presented each month.

A common cause of accidents is the weaver's habit of jumping up and down off the loom to make some adjustment. The accident records have a

number of examples of bruises and lacerations resulting from this practice. Usually the injury is light and the man is able to continue working after First Aid treatment; sometimes it is more serious, with lost time and compensation involved. Whether slight or serious such accidents entail expense and time away from the job, even if it is necessary to go only so far as the First Aid room. These accidents could be avoided if weavers used step-ladders and a little extra care. The average weaver doesn't like to take the trouble and time to fetch a ladder for a job that needs only about two minutes; but in the background there is always the possibility of accident, disability, disfigurement or, at the least, lost time during which an employee cannot in any circumstances draw more than a maximum of three quarters of his pay.

## CHENEY HALL SALESROOM

### SPECIAL NEXT WEEK

24 inch Materials

At least 3 yards of  
each pattern

Use them for

Business and Sport  
Dresses

Children's Dresses

Coat Linings

Blouses

Scarfs

Dress Trimmings

\*\*\*\*

Full assortment of  
Seconds in Cravats  
from 75¢ to \$1.25

\*\*\*\*

Remnant Sales Dept.  
CHENEY BROTHERS

\*\*\*\*

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Issue of Cheney Silk  
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News

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