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The question as to whether the changes shall go in force at once or be postponed until the operators can be relieved of their present excessive load was fully discussed, and without minimizing the difficulty of carrying the present load, nor the fact that a certain percentage of the staff may object to lengthened hours, yet it is the unanimous opinion that the change should be made on February 1. The chiefs feel that the present staff will be better satisfied. Increased money must be paid in any event, something must be done to attract applicants, and we should stop loading the staff with poor material. With the exception of the Main, there will be little difficulty. There we may give a twenty-minute relief morning and afternoon, in the discretion of the chiefs, to operators handling very busy positions, especially on busy days. This may not be necessary, but can be used to tide over. As a choice of evils, we prefer acting at once rather than continuing the present unsatisfactory conditions.

I would therefore ask your authorization of the above schedule of salaries and change of hours effective from February 1.

Yours truly,
Signed) 'K. J. DUNSTAN,
'Local Manager'.

From this letter it will be apparent that at the Montreal conference a salary schedule had been adopted, based on an eight-hour day; that it was regarded by the local manager as a 'radical change,' but that it was not until after the matter had been dealt with by the head officials of the company that any intimation of the intended change was given to the chief operators and their assistants, or that their views as to whether suitable arrangements and provisions for the change could be made were ascertained. It would appear, too, that this was the only medium through which an effort was made to secure an opinion as to the probable effect which the change would have upon the staff.

The Manner in which the Change was Effected.

The head office, on January 23, authorized Mr. Dunstan to have the proposed change go into effect on February 1. The letter authorizing the change was as follows:-

SUBJECT: OPERATORS' HOURS AND SALARIES.
THE BELL TELEPHONE COMPANY OF CANADA,
GENERAL SUPERINTENDENT'S OFFICE,
MONTREAL, January 23, 1907.

'K. J. DUNSTAN, Esq.,
'L.M., Toronto, Ont.

DEAR SIR,—I have your letter of January 21, inclosing clipping from the Toronto Star of the 19th. It is very unfortunate that the proposed change leaked out; this I look upon as a consequence of having taken the chiefs into our confidence in the matter.

Regarding the questions raised in your letter of January 16, we desire that you put the new salaries and hours schedule into force on February 1, if possible, and we approve of paying local supervisors an increase of \$5, if, after having been assigned to that work, they make good, with a further increase at the end of six months, not to exceed a maximum rate of \$35. Long distance supervisors to reach a maximum rate of \$37.50.

Regarding monitors. In Montreal it is the custom to give an operator relief from her duties at the switchboard by allowing her to act as a monitor, but no change in salary is made, as the work is considered to be light compared with the ordinary operating. We do not think that monitors should be paid a higher rate than that of an

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ordinary operator, unless you find it essential to make exceptions of those now employed in order to retain their services. The same applies to long distance checkers. These girls are simply clerks and we think could be procured at a lower rate. In Montreal the maximum salary allowed the checkers is \$30, and we have no difficulty in procuring ample help of this description at the price.

If you consider checkers as ordinary line operators, the maximum which they could reach would be \$32.50. I can see no objection to paying them a maximum of \$35, provided their salary was based on their length of service, as in the case of ordinary operators.

I note that no reference is made to the salaries of local or long distance observation clerks, recorders or night recorders. I assume, therefore, that these have been satisfactorily arranged.

Yours truly,
(Signed) 'C. F. SISE, JR.,
'General Superintendent'.

This letter was written at Montreal on January 23, and on the following day notice of the intended change was given to the superintendent at Toronto, who caused notices to be subsequently posted in the several exchanges. These notices, which were in the nature of a copy of the letter of the local manager to the local superintendent, were as follows:-

THE BELL TELEPHONE COMPANY OF CANADA, LTD.,
LOCAL MANAGER'S OFFICE,
TORONTO, January 24, 1907.

W. J. CLARK,
Superintendent.

The experiment of an exceptionally short day, consisting of five hours, having proved a failure from many points of view, including that of the majority of the operators themselves and the advantage to the staff of increased wages to enable them to meet the higher cost of living, make it advisable to return to the ordinary day of 8 hours, with the payment of larger salaries.

You will therefore revert to the old schedule of hours and adopt the following scale of salary, both effective from February 1 next:-

Local salaries—	
1 to 6 months	\$20 00
6 to 12 months	22 50
12 to 24 months	25 00
24 to 36 months	27 50
36 months and thereafter	30 00

(Signed) K. J. DUNSTAN'

At the Main exchange a similar notice was also posted, giving the salaries for long distance operators. The notices were identical except that rates for long distance operators were \$2.50 higher in each case.

These notices were the first official intimation that the employees of the company had that their hours were to be changed. The following letter sent by the local manager to the general superintendent would indicate that the opposition to the change which manifested itself immediately was not altogether unexpected, despite the representation which had been made, and which was repeated in the communication, that the majority of the operators would welcome the change:-

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