

W. L. Mackenzie King Papers
Volume C 35

PUBLIC ARCHIVES PUBLIQUES
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C 27055

GREAT WESTERN SUGAR COMPANY - DENVER, COLORADO

Record of Correspondence,
Interviews, Conferences, etc.

1918

June 11 Denver. Communication received from Mr. S. M. Edgell, Vice-President of the Great Western Sugar Company, suggesting study of conditions in beet sugar industry.

14 Conference with Mr. Edgell and Mr. Petrikin. Agreement reached as to engagement.

15 Conference with Mr. Marsh, Mr. Dahlberg, and others.

17 Left Denver for Chicago.

19 Chicago. Made inquiries re C. R. Beard, A. H. Lichty, and other possible Employment Managers. Wired and wrote Mr. Edgell re I. M. Ristine and others.

22 Arrived Ottawa. Wrote Mr. Edgell outlining understanding of agreement.

July 1 Letter from Mr. Edgell re F. A. Anderson, and confirming understanding of agreement. Acknowledgment and reply, July 5.

7 Telegram from Mr. Edgell arranging for interview with F. A. Anderson in Ottawa. Later cancelled.

1 - 31 Correspondence with H. W. Dahlberg, Truman C. Palmer, and F. A. Anderson.

August 5 Letter to Mr. Edgell, suggesting name of W. A. Grieves, of Columbus, Ohio.

September 17
October 5-16 Letters to Mr. Edgell re postponement of engagement in Colorado.

October 27 Left Ottawa for Colorado, via Toronto, Youngstown, and Chicago.

November 1 Arrived Denver, 8.00 a.m. Conference at offices of Great Western Sugar Company.

2 Conference at offices of the Sugar Company.

3 Sunday.

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C 27056

1918

November 4 Sugar factories at Longmont and Loveland.

5 Sugar factories at Fort Collins, Windsor, Eaton, and Greeley. Returned to Denver.

6 Sugar factory at Brighton.

7 Left for Sterling, Colo. Visited Sterling factory at night.

8 Sugar factories at Sterling, Fort Morgan, and Brush. Returned to Denver.

9 Diary and correspondence.

10 Sunday. (Youngstown S. & T. Co.)

11 Peace Day celebration.

12 Left for Billings, Montana.

13 En route to Billings. Arrived 8.00 p.m.

14 Sugar factory at Billings. Left for Scottsbluff, 6.00 p.m.

15 En route to Scottsbluff. Arrived 6.00 p.m.

16 Sugar factories at Scottsbluff and Gering.

17 Sunday. (Diary and correspondence).

18-23 Preparation of reports for Great Western Sugar Company.

24 Sunday.

25 Conference with officers of the Company.

26-28 Revision of plan and report for Company.

29 Conference with officers of the Company.

30 Conference with officers of the Company, from 11 until 6.

December 1 Sunday. (Report for Sugar Company, and correspondence).

2 Report for Company, and conference with officers.

3 Finishing up in Denver. Left Denver 9.45 p.m.

4 En route Denver to Chicago. Diary and correspondence.

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C 27057

1918

December 5 Chicago. International Harvester Company. Wrote Mr. Edgell.

6 International Harvester Company.

7 Youngstown Sheet and Tube Company, Youngstown, Ohio.

8-12 Personal: Hamilton, Walkerton, Toronto.

13 Arrived in Ottawa.

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THE GREAT WESTERN SUGAR COMPANY - DENVER, COLORADO

Record of Time spent on
work for the Company.
(See also correspondence).

1918

June 14-15 Conferences with Mr. Edgell, Mr. Petrikin, and others — 2 days

19 Inquiries in Chicago re suitable person to act as Employment Manager.

October 28 to December 6 Study of conditions in beet sugar factories; outline of organization of Department of Industrial Relations; plan of industrial representation, etc.
November 1 - Arrived Denver.
December 3 - Left Denver. — 39 days

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THE GREAT WESTERN SUGAR COMPANY - DENVER, COLORADO

Record of Expenses incurred
on account of travelling, etc.

1918		Dr.	Dr.
October 28 to December 6	To expense account		
November 29	By cheque received from Mr. S. M. Edgell, on account of travelling expenses	500.00	
December 23	By cheque received from the Pullman Company, refund of amount charged in expense account	3.96	

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GREAT WESTERN SUGAR COMPANY

Left Ottawa - October 27
Arrived Denver November 1
Left Denver - December 3
Arrived Ottawa December 13

Total absence from Ottawa - 46 days

Chargeable to G.W.Sugar Company:
Nov. 1 - Dec. 3 33 days
Travel between Ottawa & Denver - three days each way 6 days 39 days

Also 2 days - June 14-15
Conferences in Denver with Mr.Edgell, Mr. Petrikin, and others

Chargeable to Youngstown Co., International Harvester, and Personal 7 days

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Railway fare to and from Colorado		$ 280.78
Railway fare in Colorado and the West		141.95
Hotel accounts in Colorado and the West		497.26
Other expenses in Colorado and the West		147.52
		$ 1067.51
Nov. 29 - By cheque received from Mr. S.M.Edgell, on account of travelling expenses	500.00	
Balance due Mr. King -	$ 567.51	

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Railway Fare to and from Colorado:

Ottawa to Denver - $74.36 x 2	$ 148.72
Denver to Ottawa - 66.03 x 2	132.06
Railway Fare in Colorado and the West:	141.95

Other expenses in Colorado and the West:

Cabs, Baggage, etc.	19.55
Porters, Waiters, etc.	23.55
Hotel accounts	497.26
Meals (not included in Hotel accts.)	84.35
Telephone	
Telegraph	5.78
Postage, Stationery, Papers	9.31
Miscellaneous	1.38
Exchange - American money	3.60
	$ 1067.51
	+ 133.49
	1200.00
	500.00
	700.00

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C 27063



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 11/8 1918

Mr. W. Mackenzie King Room 829

To The Brown Palace Hotel Dr.

C.H. Morse, Manager.

For Room	5 Days	20 00
	2 "	13 00
Café	70 325 185 145 180	9 05
Spa		
Laundry		1 30
Telegrams & Messengers	160 118 118 120 160	6 76
~~Livery~~	Free	2 85
Cigars & Papers		
Baggage & Express		
Valet	100 250 100	4 50
Phone	24	1 20
Bill Rendered		58 66

Received Payment for

The Brown Palace Hotel.

C.H. Morse, Manager.

ALL BILLS PAYABLE WEEKLY
BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS
WILL BE AT THE RISK OF THE OWNERS

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C 27064



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 11/9 1918

Mr. J. A. McGregor Room 827

To The Brown Palace Hotel Dr.

C.H. Morse, Manager.

For Room	5 Days	17 50
	2 11	13 00
Café	1.60 .70 .80 1.35 .70 1.10 .95	7 20
	1.15 1.45 .95 .80	4 35
Spa		
Laundry		1 05
Telegrams & Messengers		
Livery		
Cigars & Papers		
Baggage & Express		
Valet		
Phone		10
Bill Rendered		43 20

Received Payment for

The Brown Palace Hotel.

C.H. Morse, Manager.

ALL BILLS PAYABLE WEEKLY
BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS WILL BE AT THE RISK OF THE OWNERS

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C 2765



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 11/17, 1918.

Mr. Mackenzie King Room 829

To The Brown Palace Hotel Dr.

C.H.Morse, Manager.

For Room 11/8 to 11/12		26 00
Cafe 90/85/110 70/50 70 250		8 75
Spa		
Laundry		1 10
Telegrams & Messengers		
Livery		
Cigars & Papers		
Baggage & Express		
Valet		
Phone 17		85
Bill Rendered		36 70

Received Payment for

The Brown Palace Hotel.

C.H.Morse, Manager

ALL BILLS PAYABLE WEEKLY
BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS
WILL BE AT THE RISK OF THE OWNERS

W. L. Mackenzie King Papers
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CANADA

C 27066



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 11/17 191

Mr. H. G. McGregor Room 877

To The Brown Palace Hotel Dr.

C.H. Morse, Manager

For Room 11/8 to 11/12	2600
Café 12.00 2.00 80 1.35 80 1.20 60	7 95
Spa	
Laundry	140
Telegrams & Messengers	
Livery	
Cigars & Papers	
Baggage & Express	
Valet	100
Phone	
Bill Rendered	3635

Received Payment for

The Brown Palace Hotel.

C.H. Morse, Manager.

ALL BILLS PAYABLE WEEKLY
BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS
WILL BE AT THE RISK OF THE OWNERS

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C 27067



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 11/23 1918

Mr. H. A. McGregor Room 829

To The Brown Palace Hotel Dr.

C.H. Morse, Manager.

For Room 7 days	45 50
Café	7 65
Spa	
Laundry	1 95
Telegrams & Messengers	
Livery	
Cigars & Papers	
Baggage & Express	
Valet	
Phone	10
Bill Rendered	36 35
	91 55

Received Payment for

The Brown Palace Hotel.

C.H. Morse, Manager.

ALL BILLS PAYABLE WEEKLY
BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS
WILL BE AT THE RISK OF THE OWNERS

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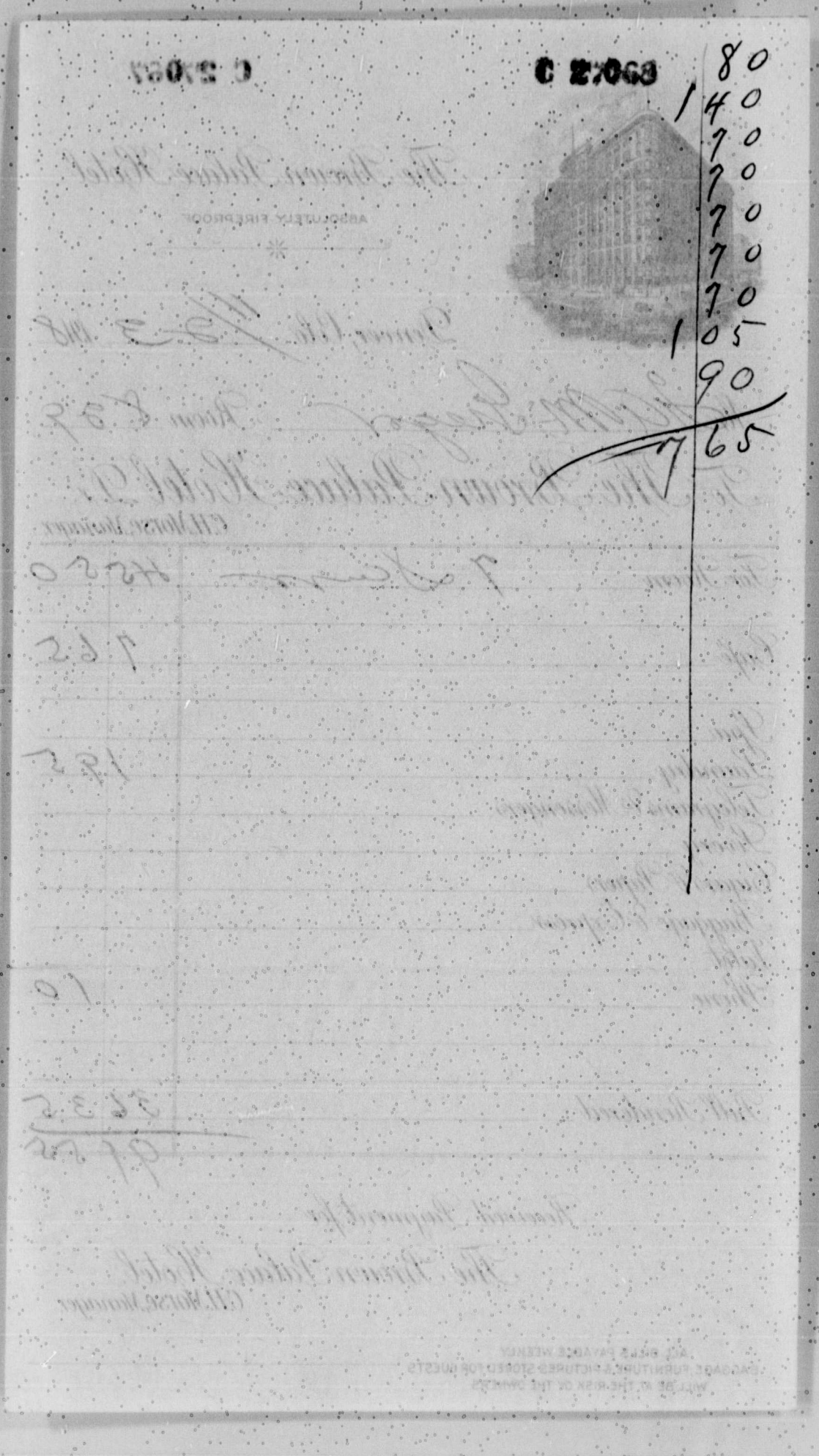

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C 27069



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 11/23 1918

Mr W L Mackenzie King Room 827

To The Brown Palace Hotel Dr.

C.H.Morse, Manager.

For Room 7 days		4550
Cafe		1800
Spa		
Laundry		135
Telegrams & Messengers		80
Livery		
Cigars & Papers		
Baggage & Express		
Valet		100
Phone 18		90
Bill Rendered		3670
		10425

Received Payment for

The Brown Palace Hotel

C.H.Morse, Manager

ALL BILLS PAYABLE WEEKLY

BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS WILL BE AT THE RISK OF THE OWNERS

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C 27070



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 11/30 1918

Mr. J. A. McGregor Room 829

To The Brown Palace Hotel Dr.

C.H.Morse, Manager.

For Room	11/23 to 11/30		45 50
Café			9 35
Spa			
Laundry	200 140		3 40
Telegrams & Messengers			
Livery			
Cigars & Papers			
Baggage & Express			
Valet			
Phone			60
Bill Rendered			91 55
			150 40

Received Payment for

The Brown Palace Hotel.

C.H.Morse, Manager.

ALL BILLS PAYABLE WEEKLY
BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS
WILL BE AT THE RISK OF THE OWNERS

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C 27071



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 11/30 1918

Mr. W. L. Mc Kenzie King Room 827

To The Brown Palace Hotel Dr.

C.H. Morse, Manager.

For Room 11/23 to 11/30		45 50
Café		17 00
Spa		
Laundry		
Telegrams & Messengers	80 80 135 195	4 90
Livery		
Cigars & Papers		
Baggage & Express		
Valet		
Phone		50
Bill Rendered		104 25
		172 15

Received Payment for

The Brown Palace Hotel.

C.H. Morse, Manager.

ALL BILLS PAYABLE WEEKLY
BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS
WILL BE AT THE RISK OF THE OWNERS

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C 27072



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 12/3 1918

Mr. H. A. McGregor Room 829

To The Brown Palace Hotel Dr.

C.H.Morse, Manager.

For Room	3 days	19 50
Café	70 170 165 70 150 70 70	765
Spa		
Laundry		135
Telegrams & Messengers		
Livery		
Cigars & Papers		
Baggage & Express		
Valet		
Phone		50
Bill Rendered		150 40
		179.40

Received Payment for

The Brown Palace Hotel.

C.H.Morse, Manager.

Hanks

ALL BILLS PAYABLE WEEKLY
BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS
WILL BE AT THE RISK OF THE OWNERS

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C 27073



The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo. 12/3 1918

Mr. W.L. Mackenzie King Room 827

To The Brown Palace Hotel Dr.

C.H. Morse, Manager.

For Room	3 days	19 50
Café	105 40 55 76 50	5 20
Spa		
Laundry		
Telegrams & Messengers		1 40
Livery		
Cigars & Papers		
Baggage & Express		
Valet		
Phone		1 00
Bill Rendered		172 15
		1925

378.45

Received Payment for

The Brown Palace Hotel.

C.H. Morse, Manager.

Sanko

ALL BILLS PAYABLE WEEKLY
BAGGAGE, FURNITURE & PICTURES STORED FOR GUESTS WILL BE AT THE RISK OF THE OWNERS

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C 27074

Expenses – Week ending December 7.1918	Chargeable to Great Western Sugar Company			Chargeable to Youngstown Sheet Tube Company			Chargeable to International Harvester Co.						Chargeable to W.L.M.K. (Personal.	Total Expenses	Total Receipts	Balance on hand.
	W.L.M.K.	F.A.M.	General.	W.L.M.K.	F.A.M.	General.	W.L.M.K.	F.A.M.	General.							
Brought Forward	392.62	408.09	16.75			7.89	2.30	5.10					291.60	1124.35	1400.00	275.65
Exchange.																
Railway Fare.	28.64	54.38												83.02		
Berths	6.60	11.65												18.25		
Cabs, Baggage, etc.	3.86	6.74												10.60		
Porters, Waiters, etc.	3.10	5.10												8.20		
Hotel accounts.	27.10	29.00												56.10		
Meals.	3.70	18.65												22.35		
Telephone.																
Telegraph.			2.55			95								3.50		
Postage, Stationery, Papers			.47											.47		
Miscellaneous.																
Cash Advances.													20.00	20.00		
Personal Expenses.													3.00	3.00		
Approved:	465.62	533.61	19.77			8.84	2.30	5.10								
	1019.00			8.84			7.40						314.60	1349.84	1400.00	50.16

Read: [illegible]

PUBLIC ARCHIVES PUBLIQUES
CANADA

W. L. Mackenzie King Papers
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C 27075

Expenses – Week ending November 3rd, 1918.	Chargeable to Great Western Sugar Company			Chargeable to Youngstown Sheet & Tube Company			Chargeable to International Harvester Co.			Chargeable to			Chargeable to W.L.M.K. (Personal)	Total Expenses	Total Receipts	Balance on Hand.
	W.L.M.K.	Trans.	General.	W.L.M.K.	Trans.	General.	W.L.M.K.	Trans.	General.							
Brought Forward.	327.85	340.09	13.12			7.89	2.30	5.10					227.75	920.07	900.00 (Nov. 29 500.00)	20.07 Dr.
Exchange.																
Railway Fares.																
Boats.																
Cabs. Baggage, etc.																
Porters, Waiters, etc.	90	2.35												3.25		
Hotel accounts.	47.90	58.85												126.75		
Meals.		6.80												6.80		
Telephones.																
Telegraph.																
Postage, Stationery, Papers.			2.55											2.55		
Miscellaneous.			1.08											1.08		
Cash Advances.																
Personal Expenses.													63.85	63.85		
Approved.	393.60	408.09	16.75													
	817.46			7.89			7.40						291.60	1124.35	1400.00	275.65

PUBLIC ARCHIVES PUBLIQUES
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C 27076

Expenses – Week ending November 23, 1918	Chargeable to General Workmen Superannuation			Chargeable to Youngstown Sheet & Tube Company			Chargeable to International Harvester Co.						Chargeable to W.L.M.K. (Personal.	Total Expenses	Total Receipts	Balance on hand.
	W.L.M.K.	Trav.	General	W.L.M.K.	Trav.	General	W.L.M.K.	Trav.	General							
Brought forwards.	25.47	278.74	11.77			7.89	2.30	5.10					227.75	783.02	900.00	116.98
Exchange.																
Railway Fares.																
Berths.																
Cabs. Baggage, etc.																
Porters. Waiting, etc.	.15	1.35												1.50		
Hotel accounts.	67.55	55.20												122.75		
Meals.	1.65	9.70												11.35		
Telephone.																
Telegraph.																
Postage. Stationery. Papers			1.35											1.35		
Miscellaneous.		.10												.10		
Cash Advances.																
Personal Expenses																
Approved:	723.82	340.09	13.12			7.89	2.30	5.10								
_____	677.03			7.89			7.40						227.75	920.07	900.00	20.07 Dr.

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C 27077

Expenses Week ending November 16, 1918	Chargeable to Great Northern Steel Company			Chargeable to Youngstown Sheet & Tube Company			Chargeable to International Harvester Company				Chargeable to W.L.M.K. (Personal)	Total Expenses	Total Receipts	Balance on Hand.
	W.L.M.K.	Secy.	General	W.L.M.K.	Secy.	General	W.L.M.K.	Secy.	General					
Brought Forwards.	140.34	155.00	7.35				2.30	5.10			117.08	423.14	900.00	476.86
Exchange.														
Railway Fares.	48.60	48.60										97.20		
Berths.	11.58	11.59										23.17		
Cabs, Baggage, etc.	.85	.85										1.70		
Porters, Waiters, etc.	1.40	2.85										4.25		
Hotel accounts	43.20	42.85										86.05		
Meals.	8.60	12.00				7.40						27.90		
Telephone.														
Telegraph.			2.65								12.17	14.82		
Postage, Stationery, Papers			1.80			.49						2.29		
Miscellaneous.														
Cash advances.											100.00	100.00		
Personal Expenses.											2.50	2.50		
Approved:	254.47	273.74	11.77			7.89	2.30	5.10						
	539.98			7.89			7.40				227.75	783.02	900.00	116.98

PUBLIC ARCHIVES PUBLIQUES
CANADA

W. L. Mackenzie King Papers
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C 27078

Expenses — Week ending November 9, 1918.	Chargeable to Great Western Sugar Company			Chargeable to Youngstown Sheet & Tube Company			Chargeable to International Harvester Company				Chargeable to W. L. M. K. (Personal)	Total Expenses	Total Receipts	Balance on hand.
	Week	Year	Cumul.	Week	Year	Cumul.	Week	Year	Cumul.					
Brought forward.	61.89	90.31	5.25				2.30	5.10			110.75	275.60	400.00	124.40
Exchange.														
Railway fares	9.29	9.29										18.58	Nov. 1 500.00	
Berths	1.50	1.50										3.00		
Cabs, Baggage, etc.	1.50	1.50										3.00		
Porters, Waiters, etc.	.90	1.45										2.35		
Hotel accounts.	59.46	44.20										103.86		
Meals	5.60	6.65										12.25		
Telephone														
Telegraph.														
Postage, Stationery, Papers			2.07									2.07		
Miscellaneous		.10										.10		
Cash Advances.														
Personal Expenses											2.33	2.33		
Approved:	140.34	155.00	7.32				2.30	5.10						
	302.66						7.40				113.08	423.14	900.00	476.86

C 27079

Expenses - Week ending November 2, 1918	Chargeable to Great Western Sugar Company			Chargeable to Youngstown Sheet & Tube Company			Chargeable to International Harvester Company						Chargeable to W.L.M.K. Personal	Total Expenses	Total Receipts	Balance on Hand
	W.L.M.K.	Fam.	General	W.L.M.K.	Fam.	General	W.L.M.K.	Fam.	General							
Exchange.			3.60											3.60	Sept. 19 100.00	
Railway Fare	48.29	63.26												111.55		
Berths	8.35	11.00												19.45	Oct. 26 300.00	
Cabs, Baggage, etc.	2.00	2.25						.85						5.10		
Porters, Waiters, etc.	1.00	3.00					.25	.65						4.90		
Hotel accounts.		1.75					2.05	2.05						5.85		
Meals.	2.25	8.85						1.55						12.65		
Telephone																
Telegraph.			.58											.58		
Postage, Stationery, Papers.			1.07											1.07		
Miscellaneous.		.10												.10		
Cash Advances.													110.00	110.00		
Personal Expenses													.75	.75		
Approved:	61.89	90.31	5.25				2.30	5.10								
	157.45						7.40						110.75	275.60	400.00	124.40

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Great Western Sugar Company

W. L. Petrikin
R. K. Marsh
W. L. Lawson
Edmund Simmons
S. M. Edgell
C. W. Luff
R. M. Booraem
G. M. Shaffer
Joseph Maudru
H. W. Hooper
S. J. Osborn
Edwin Morrison
G. W. Rienks
F. H. Ballou
N. L. Chatfield
W. A. Mitchell
W. C. Graham
E. R. Griffin
H. J. Miller
W. L. Baker
W. D. Lippitt
S. P. Saunders
C. W. Haskell
Hans Mendelson
C. F. Consigny
D. J. Roach
F. Murke
B. Hutchins
C. T. Criswell
H. W. Dahlberg

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May 1, 1918	MANAGERS	FACTORY SUPT.	MASTER MECHANIC	TRAV. ENGINEER	AGRIC. SUPT.
EATON	A. V. Officer	F. F. Gazelle	Sam Scott	H. W. Jackson	C. H. Turner
GREELEY	A. V. Officer	**C. H. Criswell	H. Howard	H. W. Jackson	H. Timothy
WINDSOR	A. V. Officer	Wm. Barber	E. B. Taylor	H. W. Jackson	E. C. Walter
FT. COLLINS	T. R. Hadley	G. J. Daley	E. A. Franklin	J. F. Rasmussen	H. H. Griffin
LOVELAND	H. Scilley	~~Sam~~ Mooney L.C.	E. J. Nugent	F. C. Nichols	H. Scilley
LONGMONT	N. R. McCreery	Geo. M. Drummond	G. Schottschneider	J. F. Rasmussen	N. R. McCreery
BRIGHTON	*C. L. Castleton, Jr.	F. Klingenberg	H. H. Johnston	F. C. Nichols	Chas. F. Johnson
STERLING	W. S. Garnsey, Jr.	R. C. Welsh	Geo. Walters	A. R. Cliff	C. E. Evans
BRUSH	W. S. Garnsey, Jr.	H. A. Harbeck, Jr.	E. Vosburg	A. R. Cliff	H. C. Giese
FT. MORGAN	W. S. Garnsey, Jr.	C. F. Miller	W. E. Martin	A. R. Cliff	H. C. Giese
SCOTTSBLUFF	See Nebraska Dist.	Henry Schmode	V. H. Babbitt	A. M. Gregg (Lotta)	A. H. Heldt
GERING	See Nebraska Dist.	R. G. Miller	Steve Morrison	A. M. Gregg	A. H. Heldt
BAYARD	*A. M. Ginn	F. S. Treadway	John Westino	A. M. Gregg	A. H. Heldt
BILLINGS	See Montana Dist.	H. S. Barringer	Henry Schierer	E. E. Woolf (Pete)	C. S. Milhiser
MISSOULA	*F. A. Wilson	~~F. E. Durnin~~	Floyd Powell	E. E. Woolf	R. M. Barr
LOVELL	*W. P. Hogarty	H. Sandman	Harry Fletter	E. E. Woolf	C. R. Hedke
BELLE FOURCHE	W. P. Hogarty				Phil Dale

* Resident Manager
** Acting Factory Superintendent

	CASHIERS	TRAV. CHEMIST	CHIEF CHEMIST
	J. C. Tegnell		
EATON	~~J. P. Hume~~	S. T. Miller	J. McW Lemon
GREELEY	I. E. Gilbert	S. T. Miller	R. M. Daniels
WINDSOR	J. R. Clark	S. T. Miller	V. R. Wear
FT. COLLINS	Byron Albert	V. L. Aikin	F. W. Slaten
LOVELAND	C. L. Atkins	V. L. Aikin	F. C. Hargreaves
LONGMONT	J. B. Hitt	V. L. Aikin	Fred Lowry
BRIGHTON	~~J. C. Tegnell~~ J. C. Hume	S. T. Miller	E. J. Matteson
STERLING	J. C. Rece	P. Koller	L. E. Wind
BRUSH	B. S. Fargo	P. Koller	N. K. Myers
FT. MORGAN	~~P. H. Marsh~~ Lina Thompson	P. Koller	C. S. Scott
SCOTTSBLUFF	~~S. Stark~~ P.H. Marsh	R. L. Colwell	V. V. Hartman
GERING	R. McDonald	R. L. Colwell	H. E. Gentry
BAYARD	M. K. Hollowell	R. L. Colwell	C. E. Moberg
BILLINGS	Chas. F. Ridley	C. T. Carney	J. H. Grimes
MISSOULA	H. V. Towner	C. T. Carney	E. K. Buleatt
LOVELL	G. R. Reynolds	C. T. Carney	C. C. Crawford
BELLE FOURCHE			

COLORADO DISTRICT

R. K. Marsh	Asst. G. M.
G. M. Shaffer	Asst. G. S.
G. W. Rienks	Asst. C. E.

MONTANA DISTRICT

W. L. Lawson	Asst. G. M.
Jos. Maudru	Asst. G. S.
F. H. Ballou	Asst. C. E.

NEBRASKA DISTRICT

Edmund Simmons	Asst. G. M.
H. W. Hooper	Asst. G. S.
N. L. Chatfield	Asst. C. E.

C 27082

Memorandum re Chalk

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CANADA

C 27083

LABOR TURNOVER IN NEBRASKA DISTRICT

For 24 hours ending 7 A.M. 11/15/18

	TODAY				TO DATE			
	Hired	Quit	Gain	Absent	Hired	Quit	Gained	Plus or Minus
Scottsbluff	22	2	20	102	456	250	206	+104
Gering	3	6	3	87	339	215	124	+ 37
Bayard	3	10	7	81	296	216	80	- 1
Total	28	18	10	270	1091	681	410	+140

Bayard - 8/0 el-(4 days) left camp

Gering 10 " 3 " " "

Scotts Bluff 12 " 5 " " "

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Permanent Employees, April, 1918 C 27084
(From Insurance Dept.)

No. of Males	1408
No. of Females	48
	1456

No. of Foreign Born	225
No. of Aliens	89

No. of American Born	1231
No. of Foreign Born	225
	1456

ALIENS

English	6
Swedish	4
Danish	2
Canadian	5
Russian	53
German	8
Austrians	2
Italian	2
Japanese	3
Scotch	3
Belgian	1

Nationality of Foreign Born

Hungarian	2
German	31
English	18
Irish	11
Russian	73
Swedish	18
Welshman	1
Danish	10
Canadian	18
Norwegian	5
New Zealand	1
Scotch	12
Italian	7
Japanese	3
Turkey	1
Austria	6
Bohemia	3
French	2
Swiss	1
Rumania	1
Belgian	1
	225

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CANADA

Form 172—10-18-2500-Pad 100

CAMPAIGN LABOR REPORT

C 27085

THE GREAT WESTERN SUGAR COMPANY

BAYARD FACTORY DAY ENDING NOVEMBER 23,1918.

Account No.	Operating	No. of Employes Normal	No. of Employes Actual
135	Asst. Superintendent	2	2.00
	Asst. M. M. and Head Pipe Fitter	2	2.00
	Supt. Clerks	1	1.00
136	General Foremen	2	1.00
	Other Foremen	6	3.00
	Substitute Foremen		
137	Chief and Asst. Chemist	3	2.00
	Bench and Station Men	12	9.50
	Sample Carriers	8	10.16
	Laboratory Clerks	2	2.00
138	Boiler House Foremen	2	2.00
139	Firemen and Stoker Tenders	2	4.00
140	Coal Passers and Ashmen		
	Coal Handling Machinery	2	1.50
141	Water Tenders	2	2.00
142	Lime Kiln Foremen	2	2.00
143	Kiln Men	12	12.00
	Slacker Men	4	4.00
144	Engine Men	2	5.00
145	Electricians	6	4.00
146	Pumpmen	2	1.00
147	Oilers	4	4.00
148	Flumers	6	7.00
149	Trash Catchers	2	2.00
150	Scroll and Gate Tenders		
	Washermen	2	3.00
	Elevator and Washer Pit	2	3.00
	Tailings Men		
	Picking Table Men	4	3.00
	Scalemen	2	1.00
151	Knife Setters	2	2.00
	Knife Setter Helpers	2	4.00
	Knife Filers and Routers	5	6.00
152	Battery Men	2	2.00
	Cell Fillers	8	8.00
	Cell Dumpers (Above)	4	4.00
	Cell Dumpers (Below)	2	
	Measuring Tank Men	2	2.00
153	Pulp Flume Men		
154	Crusher Men		
155	Millmen		
156	Cooler Men		
157	Cold Pressmen		
	Hot Pressmen		
158	Mixer Men		
159	First Carbonator and Helpers	4	4.50
160	Second and Third Carbonators	2	2.00
161	Carbonation Pressmen	12	12.80
162	Pressmen or Danekmen	8	6.66
163	Laundry Men	4	4.00
164	Sewing Machine Men		
165	Blow-up Men		
166	Evaporator Men	2	2.00
167	Sugar Boilers	2	2.00
	Student Sugar Boilers	2	1.00
	Pan Floor Helpers		
168	Centrifugal Foremen	2	2.00
	White Sugar Cutters	6	7.53
	Brown Sugar Cutters	4	3.80
169	Crystallizer Men	4	3.00
170	Sugar Melters	2	3.75
171	Sugar Bin Men		
172	Granulator Men	4	4.00
	Forwarded	181	180.20

Account No.	Operating—Cont'd	No. of Employes Normal	No. of Employes Actual
	Brought Forward	181	180.20
173	Warehouse Men	1	1.00
174	Sugar Weighers	2	2.00
	Sack Sewers	2	2.00
175	Sugar Stackers	4	7.00
	Sugar Truckers	6	7.00
176	Watchmen	3	3.00
	Elevator Pilots	2	1.00
177	Sweepers	16	9.91
178	Lunch Attendants	1	.42
179	Hauling Factory Trash	1	.42
180	Ditch Riders and Head Gate men		
181	Moving Storage Coal		2.91
182	Miscellaneous		
	Total Operating	219	216.86
	Maintenance		
287	Boiler Cleaners		
	Flue Blowers	4	2.00
327	Crane Operators and Helpers	2	2.00
	Mechanics		
	Machinists	2	3.00
	Machinist Helpers	2	4.00
	Blacksmiths	1	
	Blacksmith Helpers	1.	
	Pipe Fitters	3	2.00
	Pipe Fitter Helpers	4	2.00
	Carpenters	1	1.00
	Carpenter Helpers,		
	Tinsmith	1	1.00
	Beltman		1.00
	Total Maintenance	21	18.00
388	Loading and Reconditioning Sugar		
401-403	Molasses Expenses and Earnings	1	.80
404-406	Pulp Expenses and Earnings		
407	Pulp Dryer Foremen	2	2.00
	Dryer Proper	14	17.16
	Packing Station	8	8.00
	Warehouse Men	7	7.16
	Total Pulp Dryer	31	34.32
	Other Accounts		
	Plant Improvements		
	Experimental		
	Farm Expenses and Earnings		
	Feeding Expenses and Earnings		
	All Other Accounts		3.16
	Recapitulation		
20-22	Handling Material		5.00
54-92	Cost of Beets	40	
135-182	Operating	219	216.86
183-331	Maintenance	21	18.00
335-349	General	20	11.00
388	Loading and Reconditioning Sugar		
404-408	Factory By-products	32	35.12
	Other Accounts		3.16
	Total	332	289.14

cc-Statistical Dept.
Asst.Genl.Supt.

Res.Mgr.
Supt.
Timekeeper
File

We have no way to calculate number of men at dumps for the day of the 23rd.

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IN THE MATTER OF THE INQUIRY OF THE GREAT WESTERN SUGAR CO.

Ft. Collins, Colorado, October 27,1918

Matters at the Mill seem to be going pretty slow. The men openly state in different parts of the factory that they do not intend to do any rushing, and that if the company expects same, they are willing to step down and out and let a better man take their place, well knowing that the Company are working short-handed at nearly every Mill. However, I fear no concerted movement among them this campaign. The agitators have been carefully weeded out or intimidated in one way or another, so as far as organization is concerned the company has nothing to fear till after the war at least.

However, there is something lacking in this Mill which to my mind is worse than organization, and that is, lack of harmony. Some one is forever "knocking" some one else. Daley has no confidence in most of his foremen and they have no confidence in him, and openly state same.

Daley told me Monday that two of his foremen were nearly useless, Remington and Conroy, and I agree with him. They have neither brains nor "pep". However, both are pretty good mixers with the men, Conroy having the best of it.

If a foreman or man shows an interest in their work and hustles or shows a little "pep", he is called a "Company Man" in slurring tones, which does not go well with most of the men, as we

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all like to be more or less "Mixers" and take chances with the Sugar Company. "Old Daddy Franklin", the Master Mechanic, was called "Old Grouch", "Grandma" and "Sour Face" when he first came here, but the men under him are learning that old Sour Face is boss, and also learning that to please him they must do their work, and do it well, and I have heard Franklin state that what made him like a man was to see him doing a piece of work as though it was for himself.

All of the sugar boilers are called "Company Men", which they are Franklin, "Billie" Warren, Joe Mooney, Van Sant, Latch, "Ass't Super", Daley, Charlie Cooksie tare man, Jefferies, sugar end foreman, are Company men. Most of the rest are "mixers" and think more of their pay check than their future interests. It is a common saying among most all of the men "I hope I wont have to work for the Great Western next year", and such is the interest they take in their work. The most accept a "job" to tide them over until they can find something better and which suits them better. Nearly every man will state he does not intend following up the sugar business for a living. Whether it is because of the heat, the filth, or the long hours, I cannot state. So they stay from year to year expecting to get something else to do and taking little interest in their work, taking all they can get, and continually hollering for more and giving as little as possible.

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C 27088
Rec'd June 15, 1918

THE MANUFACTURE OF BEET SUGAR.

The culture of the beet root as a commercial source of sugar commenced in the early part of the 19th. century, although the discovery of sugar in the beet antedates this by half a century. The history of the development of the industry to its present proportions is a fascinating romance. Within the past fifty years the production of sugar from the beet root has increased from an insignificant total to a point where it dominates the sugar industry of the world.

The beet root in temperate climates is a biennial plant, and like all biennials stores food during one season to sustain it during the subsequent year. The stored food in this case is sugar, and the manufacturer steps in at the end of its first season and appropriates the sugar for his own uses. The seed supply is obtained by allowing selected beets to complete their cycle of life throughout the two seasons of growth.

In Colorado, the planting of the seed for the annual beet crop is done in the months of April and May. Special drills are used for planting, one drill planting usually five or six rows simultaneously, the rows being about 20" apart. About fifteen(15) pounds of seed per acre are required, but the number of beet plants produced from this amount is far in excess of the number needed. While the plants are very young, they are "thinned" down to the required stand by hand labor. In doing this the most vigorous plants are left in place, and the weaker ones removed in such manner that a 10" to 15" interval remains between plants. The growing crop is given extensive care in way of hoeing, cultivation, and irrigation. One acre properly cared for yields about twelve to fourteen tons of beets which contain about sixteen percent sugar by weight.

The manufacturing process is one of extraction and purification as the sugar actually exists as sugar in the beet. The roots, after digging and removal of tops, are delivered to an adjacent factory, where they are stored in large bins until they are needed. Conveying to the factory from the bins is accomplished by a current of water flowing thru a "flume". This "fluming" process moves the beets as fast as they are required, and also tends to soften and remove dirt and trash which clings to the roots. The washing is completed in a large open tank called a "washer" in which a large quantity of beets accumulate. Here they are agitated by a series of paddles which keeps them rubbing against each other, removing practically all adhering particles of earth and gravel. From this "washer" they are elevated to the top floor of the factory, and discharged into an automatic scale. This scale weighs accurately approximately 1000 pounds each time it dumps, and it records exactly the number of pounds weighed. The scales discharge into a hopper which supplies the "slicers".

Here they are cut into long "V" shaped shreds about 3/16" wide and from 3" to 9" in length. These are called cossettes. It is essential that the size and shape of the cossettes be kept under careful control to facilitate the subsequent extraction. The slicers discharge directly into the "diffusion battery".

The "diffusion battery" consists of a series of cells or cylindrical tanks (usually 14 in number) which can be made air tight. These cells are filled consecutively with cossettes, and heated juice is circulated through these cells consecutively. Sugar is extracted by the phenomenon known as "osmosis", whereby sugar passes outward from the plant cells into the circulating juice until the concentration in the cell is equal to that in the juice. Thus, the circulation brings repeatedly juice of diminishing density in contact with the cossettes under extraction until practically pure water is used, and all but

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C 2089

a trace of sugar is extracted. These exhausted cossettes are then known as "pulp", and this by-product is sold as a stock food. From the "diffusion battery" onward, only juice is handled, the beets being entirely disposed of.

The juice now known as "diffusion juice" is measured, heated, and passed on to the "first carbonation" station. This station accomplishes the greater part of the purification of the juice. This is effected by means of mixing "lime-hydrate" with the juice, and passing in Carbonic Acid Gas until this lime is practically all precipitated as calcium carbonate. The precipitate removes a great deal of impurity in its formation. After heating, this is filtered off in specially designed filters, and discarded, and there remains a clear straw colored juice of about 11% sugar. This juice is passed through a "second carbonation" station, where Carbonic Acid Gas is again introduced, with or without the addition of more "lime-hydrate". Thus, the amount of lime remaining in the juice is further reduced. Heating and filtration is repeated, and the juice goes to the "third saturation" station. Here it is treated with Sulphur Dioxide Gas which neutralizes practically all of the remaining lime, and also brightens the color of the juice. Heating and filtration follows, after which the juice is ready for evaporation.

Evaporation is accomplished in a series of "evaporator bodies", usually five(5) in number, heated by steam and hot vapors, which circulate through heating tubes. The juice passes progressively through these "bodies", increasing in density very rapidly, evaporation being hastened by reduced pressure(vacuum) within the bodies. Leaving the last of the evaporators, the density compares to about 60% sugar. This juice is once more treated with Sulphur Dioxide Gas in the "Blow-Up" station, and after heating and filtering, is ready to be boiled into white, granulated sugar.

The final boiling into white sugar is done in a specially constructed cylindrical tank called a "vacuum pan", in charge of an experienced operator. The operator controls the size of the crystals at will.

When the boiling of a "pan" is completed, the syrup has become a mass of sugar grains of a light brown color, and so dense that it flows but slowly while hot, and solidifies if allowed to cool. This is called "white massecuite". The crystals are still surrounded by a heavy syrup which carries all of the impurities.

Separation of the grain from the syrup is accomplished in centrifugal machines, which consist of cylindrical baskets lined with a fine copper screen. These baskets rotate at a high speed, throwing off the adhering syrup. The crystals remain in the basket. Water is applied to the crystals after the syrup is removed, to wash off the last traces of syrup, and pure white, granulated sugar remains. This has only to be dried in a special drying drum, screened and sacked, when it is ready for the market.

The syrup which is removed from the white crystals is boiled again in another "pan". As it contains all of the impurities of the original juice, it cannot produce a sugar of extreme purity on subsequent boiling. Consequently, it is boiled in a special "pan", and the dense product is known as "raw massecuite". This is allowed to cool in specially constructed tanks known as "crystallizers". As it cools, sugar gradually crystallizes out, leaving less and less in the adhering syrup. The separation of crystal from syrup is made again in centrifugal machines. The sugar so produced is "raw" or "brown sugar" and is melted and boiled again to produce "white" sugar. The adhering syrup is known as molasses, and is naturally of a very low purity. Part of this is sold as a stock food, and part of it is put through a special process known as the "Steffen" process, by which a further extraction of sugar can be effected.

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C 27090

SECOND ANNUAL REPORT ON THE COST OF LIVING.

Statistical Department.
Report No. 58.
July 31, 1918.

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THE COST OF LIVING

The data presented in this report has been compiled on the same basis as was the data in Report No. 35, dealing with this subject a year ago. The two reports are therefore comparable. The cost of every item which goes to make up the total family budgets has been secured by personal interview with representative dealers in each town, with the exception that the clothing estimate for female and junior members of the family has been taken from a report by the New York City Bureau of Standards and the New York City Bureau of Personal Service. This source was used for the estimate in the previous report, and the same percentage of increase which applies to the wage earners' clothing cost has been applied to this estimate.

The annual expenditures shown apply to a family of five people, consisting of a wage earner, his wife, and three children of school age, none of whom contribute to the family support. In point of food consumption, this family is considered equivalent to 3.7 adult males.

We subdivide the family budget as follows:

1. Food
2. Clothing
3. Rent, Fuel, Light, Etc.

In addition to the above is a sundry list covering items which are essential, but for which no definite estimate can be made. This includes: Health, Insurance, Recreation, Reading Material, Home Maintenance, Charity, Stamps, Soap, Etc. In the previous report, the cost of these sundry items was placed at $100.00.

In the investigations of the Railroad Wage Commission, the increase in these items was found to be 35% from January 1, 1916 to January 1, 1918. This increase is probably greater than during the period July 1917 to July 1918, but 25% should be a conservative estimate for this period. $125.00 will therefore be used as the cost of sundry items in this report.

As the annual requirements of clothing shown do not cover even the barest necessities, an additional sum must be allowed for this item. The requirements shown are also taken from the New York report and were said to be sufficient only because the families investigated depended upon the charties for many articles that would otherwise have to be purchased. In last year's report, $25.00 additional was allowed for the clothing estimate. Our increase in clothing costs this year amounts to about 25%. We will therefore allow $31.25 for the additional requirements.

The food estimate is an absolute minimum, and does not provide for any canned goods, macaroni, crackers, prunes, onions, beans, or raisins. In the report of a year ago, $25.00 was allowed to cover these items. The increase in food costs during the year amounts to 11.83%. We will therefore allow $28.00 on this year's budgets for these extra items.

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With these arbitrary additions, the totals, by states, are:

	Colorado	Nebraska	Montana	Wyoming
Food	508.95	532.29	510.24	553.39
Clothing	187.70	206.96	185.32	184.56
Rent, Fuel, & Light	281.41	350.91	319.81	384.94
Sundries	125.00	125.00	125.00	125.00
Additional Clothing	31.25	31.25	31.25	31.25
Additional Food	28.00	28.00	28.00	28.00
Total	1162.11	1274.41	1199.62	1307.14
Total 1917	1038.57	1104.49	1163.75	1149.73
Increase	123.54	169.92	35.87	157.41
Increase, Percent	11.90	15.38	3.08	13.69

Taking the total Colorado cost at 100%, the following ratios appear for Nebraska, Montana, and Wyoming:

100 110 103 112

The Montana average is comparatively low, due principally to the influence of Missoula, which was omitted in the report of a year ago. Rentals in Missoula are not unduly high, and other commodities compare favorably with the Colorado towns.

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The total annual costs in each town are as follows:

	Eaton	Greeley	Windsor	Ft.Collins	Loveland	Longmont
Food	539.69	526.05	511.69	510.62	498.65	494.89
Clothing	194.45	187.44	184.27	189.94	192.22	189.45
Rent, Fuel, Etc.	314.22	241.20	233.44	233.12	231.82	248.80
Total	1048.36	954.69	929.40	933.68	922.69	933.34
Sundries	125.00	125.00	125.00	125.00	125.00	125.00
Additional Food	28.00	28.00	28.00	28.00	28.00	28.00
" Clothing	31.25	31.25	31.25	31.25	31.25	31.25
Total	1232.61	1138.94	1113.65	1127.93	1106.94	1127.49

	Brighton	Sterling	Brush	Ft.Morgan	Denver
Food	496.16	499.74	506.69	507.59	504.46
Clothing	186.50	189.17	183.16	184.34	183.77
Rent, Fuel, Etc.	341.94	419.76	331.80	274.34	234.00
Total	1024.60	1099.67	1021.65	966.27	922.23
Sundries	125.00	125.00	125.00	125.00	125.00
Additional Food	28.00	28.00	28.00	28.00	28.00
" Clothing	31.25	31.25	31.25	31.25	31.25
Total	1218.85	1283.92	1205.90	1150.52	1106.48
Carfare(303 Days)					50.30
Total					1156.78

	Scottsbluff	Gering	Seward	Billings	Missoula	Lovell
Food	532.65	538.17	526.04	512.37	508.10	553.39
Clothing	202.01	201.92	216.96	188.27	182.37	184.56
Rent, Fuel, Etc.	338.76	348.82	365.14	358.54	281.08	384.94
Total	1073.42	1088.91	1108.14	1059.18	971.55	1122.89
Sundries	125.00	125.00	125.00	125.00	125.00	125.00
Additional Food	28.00	28.00	28.00	28.00	28.00	28.00
" Clothing	31.25	31.25	31.25	31.25	31.25	31.25
Total	1257.67	1273.16	1292.39	1243.43	1155.80	1307.14

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C 27054

The increases within a period of a year in each of the items listed are as follows; expressed as percentages on last year's costs:

	Food	Clothing	*Rent, Fuel, Etc.	Room & Board	Total Except Room & Board
Eaton	11.18	27.81	1.10	46.15	12.22
Greeley	8.66	23.20	-15.43	46.15	6.30
Windsor	10.15	21.12	-20.97	28.57	4.86
Ft.Collins	16.81	24.85	.48	33.33	16.13
Loveland	15.13	26.34	.44	12.50	14.58
Longmont	13.73	24.52	2.05	42.86	14.91
Brighton	-	-	-	-	-
Sterling	16.03	24.34	22.24	5.26	20.12
Brush	10.93	20.39	4.77	41.94	12.11
Ft.Morgan	7.50	21.16	- 8.77	31.03	7.02
Scottsbluff	7.95	34.84	15.82	50.00	15.83
Gering	17.99	34.78	- 1.10	26.67	14.84
Bayard	10.02	44.81	7.05	2.63	15.49
Billings	5.83	23.12	1.47	56.25	8.15
Missoula	-	-	-	-	-
Lovell	14.48	20.69	1.99	33.33	12.32
Denver	15.17	20.79	- 4.86	-	11.84
Total	11.83	26.14	.78	31.26	12.40

*"Minus" indicates decrease.

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The detail of Unit Costs is given below. In the food list there are very few increases during the year, except in the case of meats which show a sharp advance. These prices show a lack of uniformity between the various towns. Even adjacent towns, such as Brush and Ft. Morgan often show a marked divergence in the retail prices of the same commodity. The general trend of grocery prices in Lovell are considerably higher than in Missoula and Billings for the same commodities. There are four grocery stores in Lovell, but the competitive spirit seems to be lacking. There is only one shop in which meats are sold, but the meat prices seem very fair.

Clothing prices show the sharpest advance of any of the family commodities. Our estimate is quite incomplete on this item, but it has been calculated on the same basis as was used last year, and the data are strictly comparable.. We found prices very unstable and much at variance between competing retailers in the same town. The reason given for this was the constantly advancing market and its bearing upon stocks on hand. It was the general impression that the advance is so far only begun, and that, especially, suits of clothes and overcoats will soon advance to unheard-of prices. We were told on several occasions that $75.00 will buy only an overcoat of medium quality before the coming winter is over. There is a general bitterness among dealers against the so-called "Overall Trust." The standard bib-overall has shown perhaps the greatest percentage advance in wholesale price of any of the standard commodities a workman must purchase. Within the past two years, the wholesale price has advanced from $9.00 per dozen pairs,delivered, to $36.00 per dozen pairs F. O. B. Factory. When dealers re-stock at this price, it will be necessary to retail them at $4.00 per pair. There is a tendency among workmen to purchase clothing of inferior quality as prices advance, the poorer quality garments giving necessarily shorter service. The clothing estimate, even with the arbitrary addition referred to above, seems entirely too conservative.

The data we have gathered on rent, fuel, light, etc., when compared with the data of a year ago, create a false impression. Several of the towns show decreases in the total expenditure for these items. This is because of the manner in which the data were secured last year. All of the apparent decreases are due to rent alone. A year ago we endeavored to secure rental data from representative real-estate and rental agents. The prices we secured were prices asked for available houses, or houses which had recently been rented. This year we have secured our data through the various Factory Cashiers, from at least ten representative permanent employees who are renters. Houses which have been occupied by a tenant for some time generally are bringing the owner less revenue than he would ask were they to be rented at the present time. Gering is probably the only town in which rents have actually shown a decrease.

To arrive at the average rental paid, we have calculated the average rent per room in houses not modern, in houses modern except heating plant, and in houses modern with heating plant. Our average rental in each case is the direct average of a four room house not modern in any way, and a five room house, modern except heating plant.

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C 27096

The rents per room are generally very high, but exceedingly so in Lovell, Billings, and Sterling. Lovell and Billings present the most serious problem at present. In Lovell, only one of our employees who does not own his own home has a bath room in his house, and not one a heating plant. This is exclusive of Company owned houses. These houses are mostly in a run-down condition, but are bringing in rentals of from $5.50 to $6.25 per room per month, and there is a shortage of even such. In Billings, there seemed to be a few places available, down in the flats adjacent to the factory, but these were said to be practically untenable, being generally occupied by a low class of foreign labor. Places which were tenable were practically off the market, and the rents asked were beyond all reason. Houses which are occupied by divisional employees were not taken into consideration as these would not be representative, but these employees often pay $45.00 to $50.00 per month for four or five very ordinary rooms. A blacksmith in the Billings factory has been paying $45.00 per month for two rooms and bath for nearly four months, because he is unable to find other quarters. This is a furnished apartment, but no suitable unfurnished place is available to him thus far.

Fuel prices have advanced somewhat, but are said to be regulated everywhere by the Fuel Administration. They are highest in the Nebraska towns, where the fuel requirements are also high, and they comprise no inconsiderable part of the family's annual budget. The problem of purchasing the winter supply according to the Fuel Administrator's wishes presents a great difficulty to our men, as all fuel dealers are on a strictly cash basis. Eight tons of coal are allowed for the year's requirements.

One hundred and twenty Kilowatt hours of electric service are allowed, and one thousand pounds of ice.

Room and Board for single men has advanced sharply everywhere. Bayard, Sterling, and Loveland show the smallest increases as their advance came before the last year's survey. In other towns, the increases are from thirty to fifty-five percent. In Billings and Lovell, also, this problem is most serious. We were unable to find in Billings one place, residence or otherwise, that was offering table board at a flat rate per week; nor even table d'hote meals. Single men in Billings must either club together and operate a club house(usually proving an expensive undertaking) or buy their meals at the public restaurants from the regular a'la carte service. It is only with much care and not too great satisfaction that the cost of such meals can be kept within $1.50 per day or $10.50 per week. Rooms cost usually from $15.00 to $20.00 per month, but are generally occupied by two people. In Lovell, also, there are no boarding houses, but restaurants provide a table d'hote service at fifty cents per meal.

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	Eaton	Greeley	Windsor	Ft.Collins	Loveland	Longmont
MEATS						
Sirloin Steak, Lb.	.40	.38	.37	.38	.34	.35
Round " "	.38	.39	.35	.37	.34	.35
Rib Roast "	.35	.29	.30	.31	.28	.30
Chuck " "	.33	.26	.28	.29	.26	.27
Plate Boiling "	.22	.22	.25	.25	.22	.23
Pork Chops "	.40	.37	.35	.35	.36	.35
Bacon "	.48	.55	.50	.45	.40	.50
Ham "	.43	.38	.40	.40	.40	.35
Lard "	.33	.31	.35	.30	.33	.33
Hens(Dressed) "	.34	.32	.29	.27	.27	.30
" (Live) "	.26	.22	.25	.23	.22	.26
GROCERIES						
Cooking Fats, Lb.	.32	.28	.27	.31	.30	.33
Salmon(Best) "	.30	.30	.30	.30	.30	.30
Eggs, Doz.	.40	.40	.30	.35	.40	.37
Butter(Creamery) Lb.	.50	.50	.52	.50	.50	.49
" (Ranch) "	.42	.45	.44	.40	.45	.37
Cheese "	.37	.36	.38	.35	.35	.34
Milk(Delivered) Qt.	.12½	.12½	.08-1/3	.10	.10	.10
" (Condensed) Lb.	.15	.12½	.15	.12½	.12½	.12½
Best Canned Peas "	.23	.20	.20	.20	.25	.25
" " Corn "	.20	.20	.20	.17	.20	.20
" " Tomatoes"	.20	.17	.20	.15	.20	.20
Pork & Beans "	.25	.22	.25	.25	.25	.35
Karo Syrup, Gal.	1.10	1.10	1.00	1.10	1.10	1.00
Macaroni, "	.20	.20	.20	.17	.17	.20
Crackers "	.29	.30	.27	.27	.23	.27
Prunes(50-60) "	.20	.15	.20	.17	.18	.17½
Flour "	.05½	.05½	.06	.05½	.05½	.05-1/3
Substitute Flour "	.09	.09	.10	.10	.09	.09
Bread "	.13	.13	.13	.13	.12	.13
Corn Meal "	.06	.06	.07½	.06½	.07	.06
Rice "	.14	.15	.14	.15	.15	.13
New Potatoes "	.05	.05	.05	.04½	.05	.04
Onions "	.08-1/3	.05	.06	.04½	.05	.05
Navy Beans "	.15	.17	.14	.14	.15	.12½
Seeded Raisins "	.15	.15	.15	.15	.15	.12½
Sugar "	.10	.10	.10	.10	.09½	.09½
Coffee, Bulk, "	.30	.35	.40	.35	.40	.40
" Pkg. "	.40	.40	.40	.40	.40	.40
Tea, Green, "	.65	.60	.87	.85	.75	.60
Soap(C.White) Bar	.06	.06	.06	.06	.06	.06
Kerosene, Gal.	.20	.20	.20	.19	.20	.19
Gasoline, "	-	-	.25	.30	.30	.32

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(CONTINUED)

	Eaton	Greeley	Windsor	Ft.Collins	Loveland	Longmont
CLOTHING						
Working Shoes, Pair	5.50	4.50	4.50	5.50	5.00	4.50
Dress " "	7.00	6.00	6.00	6.00	6.00	6.50
Bib Overalls, "	2.50	2.50	2.50	2.50	2.25	2.25
Suit Clothes, Max.	37.00	35.00	30.00	32.00	40.00	34.00
" " Min.	22.00	19.00	20.00	22.00	20.00	22.00
Working Shirt	1.25	1.25	1.25	1.25	1.25	1.25
Holeproof Hose	.35	.35	.35	.35	.35	.35
Arrow Collars	.20	.17	.17	.17	.17½	.20
Felt Hat	4.00	3.50	3.00	4.00	3.75	4.00
FUEL, LIGHT, ETC.						
Lignite Coal	6.60	6.75	6.80	6.80	6.50	6.25
Bituminous Coal	-	-	-	-	-	-
Electricity, K.W. Hr.	.12	.08½	.11-2/5	.08½	.08½	.10
" Min. Charge	1.50	1.00	1.00	1.00	1.00	2.00
Gas, 1000 Ft.	-	1.50	-	1.22	-	-
Ice, 100 Lbs.	.75	.60	.60	.70	.75	.75
*Rent- Average	19.66	14.10	13.28	13.31	13.36	13.95
Room & Board, Week	9.50	9.50	9.00	10.00	9.00	10.00

*Average of Four Room not modern, and Five Room modern except heat.

	Brighton	Sterling	Brush	Ft.Morgan	Denver
MEATS					
Sirloin Steak, Lb.	.35	.32	.40	.33	.35
Round " "	.35	.32	.40	.32	.35
Rib Roast "	.30	.25	.27	.25	.30
Chuck " "	.23	.24	.27	.25	.25
Plate Boiling "	.19	.21	.21	.19	.20
Pork Chops "	.33	.38	.35	.35	.35
Bacon "	.48	.50	.50	.45	.50
Ham "	.35	.40	.37	.45	.37
Lard "	.30	.33	.34	.35	.30
Hens(Dressed) "	.30	.25	-	.30	.30
" (Live) "	.25	.19	-	.20	.25
GROCERIES					
Cooking Fats, Lb.	.34	.33	.30	.32	.30
Salmon(Best) "	.30	.30	.34	.30	.30
Eggs, Doz.	.40	.40	.30	.40	.45
Butter(Creamery) Lb.	.50	.49	.43	.48	.48
" (Ranch) "	.40	.37	.32	.35	.38
Cheese "	.40	.36	.37	.35	.35

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(CONTINUED)	Brighton	Sterling	Brush	Ft.Morgan	Denver
GROCERIES					
Milk(Delivered) Qt.	.10	.10	.10	.12½	.12
" (Condensed) Lb.	.12½	.15	.14	.15	.12½
Best Canned Peas, Lb.	.20	.25	.25	.25	.25
" " Corn "	.16	.25	.20	.20	.20
" " Tomatoes "	.15	.17	.15	.16	.20
Pork & Beans, "	.25	.25	.25	.20	.25
Karo Syrup, Gal.	1.10	1.10	1.20	1.10	.95
Macaroni, "	.15	.20	.20	.20	.20
Crackers, "	.30	.27	.27	.23	.27
Prunes(50-60) "	.16	.17½	.17	.17½	.17½
Flour "	.06	.06½	.06-2/3	.06-1/4	.06
Substitute Flour "	.08½	.09	.09	.10	.09
Bread "	.12	-	.13	.13	.13
Corn Meal "	.06	.06	.06	.06	.06
Rice "	.15	.15	.15	.14	.13
New Potatoes "	.04½	.05	.05	.04	.04
Onions "	.06	.06	.05	.06	.04
Navy Beans "	.14	.14	.14	.12	.14
Seeded Raisins "	.15	.17	.15	.15	.15
Sugar, "	.09½	.09½	.09½	.09½	.09¼
Coffee, Bulk, "	.30	.40	-	.30	.40
" Pkg. "	.40	.40	.40	.40	.40
Tea, Green, "	.70	.65	.70	.70	.65
Soap(C.White) Bar	.06	.06	.06	.06	.06
Kerosene, Gal.	.20	.20	.20	.17½	.20
Gasoline, "	.29	.30	.30	.30	.30
CLOTHING					
Working Shoes, Pair	5.00	4.50	4.50	4.50	5.00
Dress " "	6.00	6.50	6.00	6.50	6.00
Bib Overalls "	2.60	2.50	2.25	2.40	2.50
Suit Clothes, Max.	30.00	35.00	30.00	30.00	30.00
" " Min.	20.00	20.00	20.00	19.00	15.00
Working Shirt	1.25	1.25	1.00	1.20	1.00
Holeproof Hose	.35	.35	.30	.30	.35
Arrow Collars	.17½	.18	.16	.17½	.20
Felt Hat	4.00	4.00	3.00	3.75	4.90
FUEL, LIGHT, ETC.					
Lignite Coal	6.50	8.00	-	7.50	6.35
Bituminous Coal	-	10.00	9.00	8.90	7.90
Electricity, K.W. Hr.	.12½	.08½	.15	.10-4/5	.08½
" Min. Charge	1.25	1.00	1.00	1.00	.90

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(CONTINUED)	Brighton	Sterling	Brush	Ft.Morgan	Denver
FUEL, LIGHT, ETC.					
Gas, 1000 Ft.	-	-	-	-	.80
Ice, 100 Lbs.	.65	.60	.78	.75	.60
*Rent- Average	22.37	26.73	19.50	15.69	13.40
Room & Board, Week	10.00	10.00	11.00	9.50	11.00

*Average of Four Room not modern, and Five Room modern except heat.

	Scottsbluff	Goring	Bayard	Billings	Missoula	Lovell
MEATS						
Sirloin Steak, Lb.	.35	.37½	.35	.33	.30	.35
Round " "	.35	.37½	.35	.32	.29	.30
Rib Roast "	.35	.26	.28	.30	.30	.30
Chuck " "	.30	.25	.28	.23	.23½	.28
Plate Boiling Beef, Lb.	.22	.25	.22	.19	.19	.17½
Pork Chops "	.35	.40	.40	.35	.35	.35
Bacon "	.45	.52½	.60	.50	.46	.60
Ham "	.40	.47½	.45	.47	.34½	.60
Lard "	.33	.34	.33	.31	.30	.35
Hens(Dressed) "	.30	.30	.25	.30	.31	.25
" (Live) "	.25	.25	.20	.27	.25	-
GROCERIES						
Cooking Fats, Lb.	.37	.35	.36	.38	.20½	.35
Best Canned Salmon, Lb.	.40	.35	.35	.38	.35	.30
Eggs, Doz.	.30	.30	.30	.42½	.45	.45
Creamery Butter, "	.47½	.46	.50	.44	.50	.52½
Ranch " "	.35	.35	.40	.33	.40	.47½
Full Cream Cheese "	.38	.35	.35	.32½	.35	.35
Milk(Delivered) Qt.	.12½	.14	.10	.12½	.12½	.10
Milk(Condensed) Lb.	.15	.15	.15	.13	.14	.16
Best Canned Peas "	.24	.32½	.20	.20	.24½	.25
" " Corn "	.19	.25	.20	.20	.25	.22½
" " Tomatoes "	.11	.11	.11	.11	.13	.11
Pork & Beans,Canned "	.18	.16	.20	.16	.15	.22
Karo Syrup, Gal.	1.10	1.12½	1.17½	1.00	1.02½	1.15
Macaroni, Lb.	.18	.20	.19	.15	.15	.18
Crackers, "	.30	.30	.25	.31	.27	.33
Prunes(50-60) "	.17	.16	.18	.17	.13	.17½
Flour "	.07	.07	.07	.06½	.06-1/3	.06
Substitute Flour "	.08½	.08	.09	.09	.09	.11
Bread "	.13	.13-1/3	-	.10	.12	.13
Corn Meal "	.06½	.06-1/3	.07	.08	.08	.08½
Whole Grain Rice "	.12½	.12½	.15	.15	.13	.15
New Potatoes "	.05½	.05½	.05	.05	.05	.07
Onions "	.06½	.08	.07½	.06	.04	.07½
Navy Beans "	.12½	.12½	.12½	.12	.16	.14

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(CONTINUED)	Scottsbluff	Gering	Bayard	Billings	Missoula	Lovell
GROCERIES						
Seeded Raisins, Lb.	.17	.17	.18	.15	.14	.16
Sugar, "	.10	.09½	.10	.10	.10	.12
Coffee, Best, Bulk, Lb.	.35	.35	.35	-	.35	.30
" " Pkg. "	.40	.35	.37½	.41	.40	.42½
Tea, " Green "	.55	.50	.60	.62	.75	.60
Soap(C.White) Bar	.06	.07	.06	.06	.06	.11
Kerosene Gal.	.17	.18	.15½	.22	.25	-
Gasoline "	.32½	.30	.30	-	-	-
CLOTHING						
Working Shoes, Pair	4.75	5.00	5.35	5.25	5.00	5.00
Dress " "	6.65	7.15	7.60	6.90	6.65	8.25
Bib Overalls "	2.50	2.50	3.15	2.25	2.25	2.75
Suit of Clothes, Max.	35.00	35.00	43.75	32.50	30.00	30.00
" " " Min.	20.00	19.00	26.25	22.25	17.75	17.00
Working Shirt	1.00	1.25	1.50	1.60	1.15	1.25
Holeproof Hose	.35	.35	.35	.33	.37	.35
Arrow Collars	.20	.20	.20	.20	.18	.20
Felt Hat	4.00	4.00	5.00	4.15	4.00	4.00
FUEL, LIGHT, ETC.						
Lignite Coal, Delivered	9.40	9.80	10.15	-	-	-
Bituminous Coal, "	10.65	11.33	10.75	7.55	9.15	-
Electricity, K.W. Hr.	.12	.12	.13½	.10	.11½	.15
" Min. Charge	1.00	1.00	1.25	1.00	1.00	1.00
Gas Per 1000 Ft.	-	-	-	1.80	-	.25
Ice- Per 100 Lbs.	.80	.75	1.25	.75	.70	1.00
*Rent- Average	19.68	20.20	21.07	23.22	15.59	26.62
Room & Board, Week	10.50	9.50	9.75	12.50	10.50	13.00

*Average of Four Room not modern, and Five Room modern except heat.

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The following tables show the necessary expenditures for a family of five for each commodity purchased. The quantities used are taken on the same basis as last year, and the amounts are therefore comparable.

DETAILED ANNUAL EXPENDITURE FOR A FAMILY OF FIVE

- FOOD -

Item	Annual Consumption	Eaton	Greeley	Windsor	Ft.Collins	Loveland	Longmont
Sirloin Steak	56 Lbs.	22.40	21.28	20.72	21.28	19.04	19.60
Round "	90 "	34.20	35.10	31.50	33.30	30.60	31.50
Rib Roast	90 "	31.50	26.10	27.00	27.90	25.20	27.00
Chuck "	90 "	29.70	23.40	25.20	26.10	23.40	24.30
Plate Boiling Beef	92 "	20.24	20.24	23.00	23.00	20.24	21.16
Pork Chops	36 "	14.40	13.32	12.60	12.60	12.96	12.60
Bacon	67 "	32.16	36.85	33.50	30.15	26.80	33.50
Ham	67 "	28.81	25.46	26.80	26.80	26.80	23.45
Lard	53 "	17.49	16.43	18.55	15.90	17.49	17.49
Salmon	52 "	15.60	15.60	15.60	15.60	15.60	15.60
Hens	34 "	11.56	10.88	9.86	9.18	9.18	10.20
Eggs	57 Doz.	22.80	22.80	17.10	19.95	22.80	21.09
Butter	136 Lbs.	68.00	68.00	70.72	68.00	68.00	66.64
Cheese	1 Lb.	.37	.36	.38	.35	.35	.34
Milk	377 Qts.	47.12	47.12	31.42	37.70	37.70	37.70
Karo Syrup	3 Gals.	3.30	3.30	3.00	3.30	3.30	3.00
Wheat Flour	632 Lbs.	34.76	34.76	37.92	36.34	36.34	33.71
Bread	170 "	22.10	22.10	22.10	22.10	20.40	22.10
Rice	12 "	1.68	1.80	1.68	1.80	1.80	1.56
Potatoes	725 "	36.25	36.25	36.25	32.62	36.25	29.00
Sugar	311 "	31.10	31.10	31.10	31.10	29.55	29.55
Coffee	24 "	9.60	9.60	9.60	9.60	9.60	9.60
Tea	7 "	4.55	4.20	6.09	5.95	5.25	4.20
Total for Food		539.69	526.05	511.69	510.62	498.65	494.89
Do. 1917		485.40	484.11	464.54	437.13	433.12	435.16
Increase in Year		54.29	41.94	47.15	73.49	65.53	59.73

Item	Annual Consumption	Brighton	Sterling	Brush	Ft.Morgan	Denver
Sirloin Steak	56 Lbs.	19.60	17.92	22.40	18.48	19.60
Round "	90 "	31.50	28.80	36.00	28.80	31.50
Rib Roast	90 "	27.00	22.50	24.30	22.50	27.00
Chuck "	90 "	20.70	21.60	24.30	22.50	22.50
Plate Boiling Beef	92 "	17.48	19.32	19.32	17.48	18.40
Pork Chops	36 "	11.88	13.68	12.60	12.60	12.60
Bacon	67 "	32.16	33.50	33.50	30.15	33.50
Ham	67 "	23.45	26.80	24.79	30.15	24.79
Lard	53 "	15.90	17.49	18.02	18.55	15.90
Salmon	52 "	15.60	15.60	17.68	15.60	15.60

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(CONTINUED)

Item	Annual Consumption	Brighton	Sterling	Brush	Ft.Morgan	Exeter
Hens	34 Lbs.	10.20	8.50	10.20	15.60	10.20
Eggs	57 Doz.	22.80	22.80	17.10	22.80	25.65
Butter	136 Lbs.	68.00	66.64	59.48	65.28	65.28
Cheese	1 Lb.	.40	.36	.37	.35	.35
Milk	377 Qts	37.70	37.70	37.70	47.12	45.24
Karo Syrup	3 Gals	3.30	3.30	3.60	3.30	2.85
Wheat Flour	632 Lbs.	37.92	41.08	42.13	39.50	37.92
Bread	170 "	22.10	20.40	22.10	22.10	22.10
Rice	12 "	1.80	1.80	1.80	1.68	1.56
Potatoes	725 "	32.62	36.25	36.25	29.00	29.00
Sugar	311 "	29.55	29.55	29.55	29.55	28.77
Coffee	24 "	9.60	9.60	9.60	9.60	9.60
Tea	7 "	4.20	4.55	4.20	4.20	4.55
Total for Food		496.16	499.74	506.69	507.59	504.46
Do. 1917		-	430.69	456.77	472.12	438.01
Increase in Year			69.05	49.92	35.40	66.45

Item	Annual Consumption	Scottsbluff	Goring	Havard	Billings	Missoula	Lovell
Sirloin Steak	56 Lbs.	19.60	21.00	19.60	18.48	16.80	19.60
Round Steak	90 "	31.50	33.75	31.50	28.80	26.10	27.00
Rib Roast	90 "	31.50	25.40	25.20	27.00	27.00	27.00
Chuck "	90 "	27.00	22.50	25.20	20.70	21.15	25.20
Plate Boiling Beef	92 "	20.24	23.00	20.24	17.48	17.48	16.10
Pork Chops	36 "	12.60	14.40	14.40	12.60	12.60	12.60
Bacon	67 "	30.15	35.18	40.20	33.50	30.82	40.20
Ham	67 "	26.80	31.82	30.15	31.49	23.12	40.20
Lard	53 "	17.49	18.02	17.49	16.43	15.90	18.55
Salmon	52 "	20.80	18.20	18.20	19.76	18.20	15.60
Hens	34 "	10.20	10.20	8.50	10.20	10.54	8.50
Eggs	57 Doz.	17.10	17.10	17.10	24.23	25.65	25.65
Butter	136 Lbs.	64.60	62.56	68.00	59.84	68.00	71.40
Cheese	1 "	.38	.35	.35	.33	.35	.35
Milk	377 Qts.	47.12	52.78	37.70	47.12	47.12	37.70
Karo Syrup	3 Gals.	3.30	3.38	3.52	3.00	3.08	3.45
Wheat Flour	632 Lbs.	44.24	44.24	44.24	41.08	40.03	37.92
Bread	170 "	22.10	22.67	22.10	17.00	20.40	22.10
Rice	12 "	1.50	1.50	1.80	1.80	1.56	1.80
Potatoes	725 "	39.88	39.88	36.25	36.25	36.25	50.75
Sugar	311 "	31.10	30.33	31.10	31.10	31.10	37.32
Coffee	24 "	9.60	8.40	9.00	9.84	9.60	10.20
Tea	7 "	3.85	3.50	4.20	4.34	3.25	4.20
Total for Food		532.65	538.17	526.04	512.37	506.10	553.39
Do. 1917		493.44	456.13	478.14	493.48	———	483.39
Increase in Year		39.21	82.04	47.90	18.89		70.00

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ANNUAL CLOTHING BUDGET

- FAMILY OF FIVE -

Item	Annual Requirements	Boston	Greeley	Windsor	Ft.Collins	Loveland	Longmont
Working Shoes	2 Pr.	11.00	9.00	9.00	11.00	10.00	9.00
Dress "	1 "	7.00	6.00	6.00	6.00	6.00	6.50
Bib Overalls	2 "	5.00	5.00	5.00	5.00	4.50	4.50
Suit of Clothes	One	29.50	27.00	25.00	27.00	30.00	28.00
Working Shirt	One	1.25	1.25	1.25	1.25	1.25	1.25
Hose	6 Pr.	2.10	2.10	2.10	2.10	2.10	2.10
Felt Hat	One	4.00	3.50	3.00	4.00	3.75	4.00
Overcoat	(Last 3 Years)	9.33	9.00	8.33	9.00	10.00	9.33
Trousers	1 Pr.	3.00	3.00	3.00	3.00	3.00	3.00
Collars(White)	6	1.20	1.02	1.02	1.02	1.05	1.20
Neckties	2	1.50	1.50	1.50	1.50	1.50	1.50
Repair Shoes Twice		2.00	2.00	2.00	2.00	2.00	2.00
Summer Underwear	Two Suits	3.00	3.00	3.00	3.00	3.00	3.00
Winter "	" "	3.00	3.00	3.00	3.00	3.00	3.00
Cloth for Nightgown		.75	.75	.75	.75	.75	.75
Gloves & Mittens		.50	.50	.50	.50	.50	.50
Handkerchiefs	(4)	.20	.20	.20	.20	.20	.20
Sundries		.50	.50	.50	.50	.50	.50
Total for Man		85.33	78.52	75.15	80.82	83.10	80.33
" " Woman		45.14	45.14	45.14	45.14	45.14	45.14
" " Boy(13 Yrs.)		24.80	24.80	24.80	24.80	24.80	24.80
" " Girl(10 Yrs.)		24.18	24.18	24.18	24.18	24.18	24.18
" " Boy(6 Yrs.)		15.00	15.00	15.00	15.00	15.00	15.00
Total Clothing		194.45	187.44	184.27	189.94	192.22	189.45
Do. 1917		152.14	152.14	152.14	152.14	152.14	152.14
Increase		42.31	35.30	32.13	37.80	40.08	37.31

	Annual Requirements	Brighton	Sterling	Brush	Ft.Morgan	Denver
Working Shoes	2 Pr.	10.00	9.00	9.00	9.00	10.00
Dress "	1 "	6.00	6.50	6.00	6.50	6.00
Bib Overalls	2 "	5.20	5.00	4.50	4.80	5.00
Suit of Clothes	One	25.00	27.50	25.00	24.50	22.50
Working Shirt	One	1.25	1.25	1.00	1.30	1.00
Hose	6 Pr.	2.10	2.10	1.90	1.80	2.10
Felt Hat	One	4.00	4.00	3.00	3.75	4.90
Overcoat	(Last 3 Years)	8.33	9.17	8.33	8.17	7.50
Trousers	1 Pr.	3.00	3.00	3.00	3.00	3.00
Collars(White)	6	1.05	1.08	.96	1.05	1.20
Neckties	2	1.50	1.50	1.50	1.50	1.50
Repair Shoes Twice		2.00	2.00	2.00	2.00	2.00
Summer Underwear	Two Suits	3.00	3.00	3.00	3.00	3.00
Winter "	" "	3.00	3.00	3.00	3.00	3.00

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(CONTINUED)

Item	Annual Requirements	Brighton	Sterling	Brush	Ft.Morgan	Denver
Cloth for Nightgown		.75	.75	.75	.75	.75
Gloves & Mittens		.50	.50	.50	.50	.50
Handkerchiefs	(4)	.20	.20	.20	.20	.20
Sundries		.50	.50	.50	.50	.50
Total for Man		77.38	80.05	74.04	75.22	74.65
" " Woman		45.14	45.14	45.14	45.14	45.14
" " Boy(13 Yrs.)		24.80	24.80	24.80	24.80	24.80
" " Girl(10 Yrs.)		24.18	24.18	24.18	24.18	24.18
" " Boy(6 Yrs.)		15.00	15.00	15.00	15.00	15.00
Total Clothing		186.50	189.17	183.16	184.34	183.77
Do. 1917		152.14	152.14	152.14	152.14	152.14
Increase		34.36	37.03	31.02	32.20	31.63

Item	Annual Requirements	Scottsbluff	Goring	Havard	Billings	Missoula	Lovell
Working Shoes	2 Pr.	9.50	10.00	10.70	10.50	10.00	10.00
Dress "	1 "	6.65	7.15	7.80	6.90	6.65	8.25
Bib Overalls	2 "	5.00	5.00	6.30	4.50	4.50	5.50
Suit of Clothes	One	27.50	26.50	35.00	27.38	23.88	23.50
Working Shirt	One	1.00	1.25	1.50	1.60	1.15	1.25
Hose	6 Pr.	2.10	2.10	2.10	1.98	2.22	2.10
Felt Hat	One	4.00	4.00	5.00	4.15	4.00	4.00
Overcoat	(Last 3 Years)	9.17	8.83	11.67	9.13	7.96	7.83
Trousers	1 Pr.	3.00	3.00	3.00	3.00	3.00	3.00
Collars(White)	6	1.20	1.20	1.20	1.20	1.08	1.20
Neckties	2	1.50	1.50	1.50	1.50	1.50	1.50
Repair Shoes Twice		2.00	2.00	2.00	2.00	2.00	2.00
Summer Underwear	Two Suits	3.00	3.00	3.00	3.00	3.00	3.00
Winter "	" "	3.00	3.00	3.00	3.00	3.00	3.00
Cloth for Nightgown		.75	.75	.75	.75	.75	.75
Gloves & Mittens		.50	.50	.50	.50	.50	.50
Handkerchiefs	(4)	.20	.20	.20	.20	.20	.20
Sundries		.50	.50	.50	.50	.50	.50
Total for Man		80.57	80.48	95.52	81.79	75.89	78.08
" " Woman		50.23	50.23	50.23	44.04	44.04	44.04
" " Boy(13 Yrs.)		27.60	27.60	27.60	24.20	24.20	24.20
" " Girl(10 Yrs.)		26.91	26.91	26.91	23.60	23.60	23.60
" " Boy(6 Yrs.)		16.70	16.70	16.70	14.64	14.64	14.64
Total Clothing		202.01	201.92	216.96	188.27	182.37	184.56
Do. 1917		149.82	149.82	149.82	152.92	152.92	152.92
Increase		52.19	52.10	67.14	35.35	29.45	31.64

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The table below gives the average rental cost per room, the rooms being classified accordingly as the houses are:

1. Not modern in any respect.
2. Modern except as to heating plant.
3. Modern with heating plant.

AVERAGE RENT PER ROOM

	House Not Modern	Modern Except Heat	Modern With Heat
Eaton	4.23	4.48	4.41
Greeley	2.05	4.00	4.91
Windsor	2.50	3.31	-
Ft.Collins	2.09	3.65	3.34
Loveland	2.54	3.31	3.08
Longmont	2.60	3.50	4.42
Brighton	4.01	5.74	4.17
Sterling	5.56	6.25	-
Brush	4.00	4.60	4.57
Ft.Morgan	2.72	4.10	5.91
Scottsbluff	3.34	5.20	5.20
Gering	-	4.04	5.36
Bayard	4.01	5.20	-
Billings	5.00	5.29	9.84
Missoula	2.78	4.01	-
Lovell	5.50	6.25	-
Denver	2.40	3.44	3.97

RENTAL DATA

	Percentage of Salary Paid Out for Rent Monthly Earnings		Average Monthly Rent Paid Monthly Earnings	
	Less than $100-	More than $100	Less than $100-	More than $100
Eaton	17.46	21.86	14.70	23.20
Greeley	19.89	16.54	17.70	22.00
Windsor	13.82	13.76	11.75	15.25
Ft.Collins	14.10	16.40	12.30	19.00
Loveland	20.28	15.27	17.00	16.00
Longmont	11.43	14.40	10.20	21.70
Brighton	16.73	18.48	13.55	21.20
Sterling	23.19	17.57	19.70	18.30
Brush	23.19	17.12	20.88	19.52
Ft.Morgan	21.02	20.29	19.50	24.60
Scottsbluff	19.63	17.27	16.10	20.90
Gering	22.41	20.99	18.60	23.30
Bayard	19.14	17.47	17.20	22.50
Billings	16.48	22.71	14.83	27.89
Missoula	18.97	17.16	17.60	19.90
Lovell	15.94	16.17	12.75	18.60

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The following table shows the detail of the Fuel, Rent, Light, and Ice items, also Room and Board costs, and the comparative totals for a year ago.

FUEL, RENT, ICE, AND LIGHT BUDGET

Item	Annual Requirements	Eaton	Greeley	Windsor	Ft.Collins	Loveland	Longmont
Coal(Average Cost)	8 Tons	52.80	54.00	54.40	54.40	52.00	50.00
Electricity	120 K.W.Hrs.	18.00	12.00	13.68	12.00	12.00	24.00
Ice -	1000 Lbs.	7.50	6.00	6.00	7.00	7.50	7.50
Rent -	12 Months	235.92	169.20	159.36	159.72	160.32	167.40
Total		314.22	241.20	233.44	233.12	231.82	248.90
Do. - 1917		310.80	285.20	295.40	232.00	230.80	243.20
Increase		3.42	-44.00	-61.96	1.12	1.02	5.00
Room & Board	52 Weeks	494.00	494.00	468.00	520.00	468.00	520.00
Do. - 1917		338.00	338.00	364.00	390.00	416.00	364.00
Increase		156.00	156.00	104.00	130.00	52.00	156.00

Item	Annual Requirements	Brighton	Sterling	Brush	Ft.Morgan	Denver
Coal(Average Cost)	8 Tons	52.00	72.00	72.00	65.60	57.00
Electricity	120 K.W.Hrs.	15.00	12.00	18.00	12.96	10.20
Ice -	1000 Lbs.	6.50	6.00	7.80	7.50	6.00
Rent -	12 Months	268.44	320.76	234.00	188.28	160.80
Total		341.94	410.76	331.80	274.34	234.00
Do. - 1917		———	336.04	316.70	309.70	245.96
Increase			74.72	15.10	-26.36	-11.96
Room & Board	52 Weeks	520.00	520.00	572.00	494.00	572.00
Do. - 1917		-	494.00	403.00	377.00	———
Increase		-	26.00	169.00	117.00	

Item	Annual Requirements	Scottsbluff	Goring	Havard	Billings	Missoula	Lovell
Coal(Average Cost)	8 Tons	80.20	84.52	83.60	60.40	73.20	57.50
Electricity	120 K.W.Hrs.	14.40	14.40	16.20	12.00	15.60	18.00
Ice -	1000 Lbs.	8.00	7.50	12.50	7.50	7.00	10.00
Rent -	12 Months	236.16	242.40	252.84	278.64	187.08	319.44
Total		338.76	348.82	365.14	358.54	281.08	384.94
Do. - 1917		292.50	352.70	341.10	353.33	-	377.44
Increase		46.26	- 3.88	24.04	5.21	-	7.50
Room & Board	52 Weeks	546.00	494.00	507.00	650.00	546.00	676.00
Do. - 1917		364.00	390.00	494.00	416.00	———	507.00
Increase		182.00	104.00	13.00	234.00		169.00

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APPENDIX

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A study of the increased cost of living is hardly complete without a comparison of both the increase in wages and the increase in living costs over a period of years. Since both of these have increased most rapidly since the beginning of the war, this period is the one most used by government and other statisticians. We have used the period from October, 1914 to July, 1918, for the reason that retail prices were gathered by the local managers in Colorado at the request of Mr. Shaffer for October, 1914. By a comparison of these prices with those which we gathered in July, 1917 and July, 1918, the following percentage increases were obtained. The figures all represent weighted averages, based on the proportion of expenditures for different articles.

DETAILED INCREASE IN COST OF LIVING
SINCE OCTOBER, 1914.

	October, 1914	July, 1917		July, 1918	
	Expenditure	Expenditure	% Increase Over Oct.1914	Expenditure	% Increase Over Oct.1914
Food	45	72	61	81	79
Clothing	12	15	22	18	47
Rent	20	20	2	20	0
Fuel & Light	5	6	14	6	24
Sundries	18	23	25	25	40
Total	100	136		150	

We have also secured from the Colorado factories, a report showing the annual salaries paid for the following positions, for each of the years ending March 1st., 1915, 1916, 1917, and 1918:

Assistant Superintendents
Assistant Master Mechanics
Beet End Foremen
Sugar End Foremen
Steffen Foremen
Warehouse Foremen

These earnings apply to the position rather than to the individual men, and therefore are not influenced by increases due to promotion of men to higher positions. The data furnished do not include bonus, but it has been presumed that men in these positions would qualify for bonus, and the amount which should have been paid during each year has been added to the yearly earnings. The total average earnings for each year for these positions in Colorado plants are as follows:

	1914-15	1915-16	1916-17	1917-18
Assistant Superintendent	1546.37	1611.88	2007.50	1951.70
Assistant Master Mechanic	1523.30	1559.92	1951.49	1901.02
Beet End Foreman	1077.41	1115.40	1428.72	1365.86
Sugar End Foreman	1075.23	1115.68	1409.49	1367.31
Steffen Foreman	1058.72	1113.90	1373.39	1286.70
Warehouse Foreman	1120.46	1082.17	1348.62	1284.26

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Taking the 1914-15 earnings at 100%, we get the following ratios for each of the subsequent years. In comparison with this, we show the necessary expenditures for living costs for the same years. Unfortunately we have no data on living costs for 1915-16. The lower earnings for 1917-18 as compared with 1916-17 may be explained by the lower bonus paid.

INDEX NUMBER ON EARNINGS & EXPENSES
(EXPENSES IN RED)

	1914-15		1915-16		1916-17		1917-18	
Assistant Superintendent	100	100	104	-	130	136	126	150
Assistant Master Mechanic	100	100	102	-	128	136	125	150
Beet End Foreman	100	100	104	-	133	136	127	150
Sugar End Foreman	100	100	104	-	131	136	127	150
Steffen Foreman	100	100	105	-	130	136	122	150
Warehouse Foreman	100	100	96	-	120	136	115	150
Average	100	100	102	-	129	136	124	150

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INDUSTRIAL HEALTH SUPERVISION

Statistical Department.
Report No. 59.
September 15, 1918.

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The institution of definite health supervision programs in the industries is of comparatively recent origin. Strangely enough, what was found to be an economic necessity in the armies of the world and later to a certain extent in the railroad industry was not until recent years considered to have any application in the rest of the industrial world. The evolution came about at first gradually, through the adoption of safety standards. The first definite health programs are said to have been instituted from humanitarian motives principally, but soon proved themselves to be good business as well. A recent canvass of a representative number of industrial organizations showed that approximately 60% were supervising the health of their workers to a greater or less extent.

The advantages of a good system are:

1. It insures a better grade of workmen. Those manifestly unfit for service are rejected at the time of the first examination, thus eliminating workers who would show low productivity, a greater amount of time lost because of sickness, who would be a greater accident risk, and who would have to be replaced eventually at whatever cost our "turnover" amounts to.

2. It keeps the plant free from epidemics and contagious diseases.

3. It insures higher production due to greater physical endurance.

4. It reduces labor turnover. This is due to the greater contentment of a healthy group of workmen. The almost unanimous opinion of employers is that the prime requisite of a successful, contented employee is health.

5. It reduces the amount of lost time on account of accidents and illness. This lost time is a direct monetary loss to the employer, whether or not wages are extended during the period of illness. The entire organization of a department is affected by the absence of one worker. Short absences are more expensive proportionally than longer ones, as it is not practical always to "break in" a new man to replace an absentee for a short period.

6. It prevents claims for accidental injury incurred previous to employment. Without a medical examination, an employer often has no defense against such claims.

7. It raises the intelligence of the workers regarding personal hygiene. This often results in more healthful conditions in the home.

A few statistics may give some idea of what can be accomplished:
The National Industrial Conference reports that there are in the United States alone,
35,000,000 industrial workers. Among these there are -
13,000,000 cases of illness per year, causing a total of -
285,000,000 working days of time lost, representing in wages
$772,000,000 lost to the industrial workers. This averages $23.00 per worker per year.

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They also report that 25% of all illness in industry is preventable, and that the average output of an employee whose health is cared for is 1-2/5% greater than that of one who is not cared for.

A committee appointed by The National Association of Corporation Schools to investigate health supervision reported that there are 1,400,000 deaths from disease and injury every year in this country alone, and that 350,000 of these are preventable. Further, that the greater care given to health problems in civil life by the medical profession has shown remarkable improvement in health conditions.

From 1900 to 1914:	deaths from	malaria were reduced	72.2%
	" "	tuberculosis were "	29.7%
From 1911 to 1914:	" "	all diseases " "	31.1%
	" "	typhoid " "	29.5%
	" "	children's " " "	18.2%
	" "	bronchitis " "	23.1%

In France this care of health in civil life has not reached the degree of efficiency that it has in our country, and such improvements have not been made. This is shown by the tremendous death rate of tuberculosis in the French Army, amounting to 100,000 deaths per year.

But again in our own country:

From 1900 to 1914:	deaths from	diabetes increased	67%
	" "	cancer "	26%
	" "	Bright's disease "	15%
	" "	suicide "	44.3%

Physicians state that these occur in the majority of cases in the period of industry, and that if they can be discovered in their early stages, many can be cured. This can be accomplished by regular periodic examination by a competent physician.

Health supervision consists of:

1. Physical examination at the time of employment. Those manifestly unfit are at once rejected, and those with minor ailments can be given sound advice, apprised of their trouble, and placed in the industry where their occupation will not impair them further. Particular attention should be paid to the eyes and teeth, as defects in these organs lead to many internal disorders. It is not necessary to treat defectives, but good advice will usually be heeded and lead to an improvement in the condition.

2. Periodic physical examination. Experience shows that it is profitable to examine physically every three months. This permits of detecting diseases in their early stages, when even such diseases as tuberculosis or diabetes may be cured. In industries where medical attention is given to both accident and illness, the purely medical cases normally represent 22.32% of the total cases requiring attention.

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Annual medical examinations reduced these by		1-1/2%
Semi-Annual "	" " " "	5%
Three Months' Period Medical examinations reduced these by		75%

The time lost must then be very materially reduced by examining four times a year.

3. Supervision of working conditions by the health committee, under the direction of the physician. This includes proper lighting, ventilation, and sanitation.

Proper ventilation is considered one of the principal safeguards against occupational diseases. Under the existing compensation laws, workmen have no protection against loss of time caused by such diseases. Dr. George Webster told the Chicago Medical Society that occupational diseases could be classified according to the following causes:

1. Gases, vapors, and high temperatures.
2. Increased or decreased atmospheric pressure.
3. Metallic poison, dust, or fume.
4. Organic or inorganic dust or heated atmosphere.
5. Fatigue.

Pure air seems to play a most important part in industrial health. He also stated that respiratory diseases are largely caused by lack of attention to the necessity of bathing. He says that a man who leaves the plant without bathing, and wearing sweat-soaked clothes is 80% more liable to respiratory disease than one who first bathes and changes clothes.

In many industries health supervision is carried on to a greater extent than the program suggested above, but only in isolated instances and usually in very large industries which are concentrated at one point. Fully equipped hospitals and dental clinics are sometimes maintained where employees can get proper attention at a nominal cost, which in such cases is usually covered by insurance in a local, mutual benefit association.

A report was submitted in October 1916 by forty-one industrial plants employing 223,416 workers, showing the cost of medical supervision. The lowest was 53¢ per worker per year, and the highest $7.79 per worker per year, not including any compensation for time lost. In August 1917, a more comprehensive report was submitted covering ninety-nine industrial plants employing 500,000 workers. The average cost was $2.21 per worker per year. Every employee had 6-3/4 cases of illness, minor ailments, or minor injury per year.

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The committee appointed by The National Association of Corporation Schools recommended the staff required to give proper health supervision, considering it small enough to avoid lost time and still adequate to rise to an emergency. They recommended that plants employing only a few hundred workers should secure a physician on part time, and arrange for hospital care with a local institution. If possible, a pooling of interests with other similar plants in the community was recommended. These plants could jointly employ a physician on full time, and a nurse if the amount of work would warrant.

For larger organizations, but employing less than 3000 1 Doctor 1 Nurse
" 3000 to 4000 1 " 2 "
" 5000 to 6000 2 " 2 "
" 7000 to 10000 4 " 8 "
and for still larger institutions, one doctor and two nurses for every two thousand employees.

The Carnegie Steel Works organized First Aid Squads, trained by their medical staff according to the Revised American Red Cross Text-book. Each class is given twelve lectures and demonstrations. These are followed by competitive meets between squads. They expect to have 6000 trained men in their organization. The benefits from this organization have already been demonstrated. In three years the percentage of injuries which became infected were reduced from 5.75 to .01. Infected cases require three and one half times as long for recovery as those in which there is no infection. Permanent disability is also high in infected cases. These trained First Aid Men have removed 8000 foreign bodies from the eyes of the force without one single complication.

The New York City Health Department examines physically all entrants, and re-examines them every year, and after every absence because of illness. Male employees are examined by a male physician, and female employees by a female physician.

Prior to June 29, 1916, 2104 employees had been examined, including 1325 women and 779 men, with the following results:

22.8% of the total showed albuminuria(defective kidneys) .
2.5% " " " " " with high blood pressure.
15.1% " " " " Uncorrected defects of vision.
17.71% " " " " abnormality of hearing.
29.3% " " " " hypertrophied tonsils.
17.2% " " " " impaired nasal breathing

Five(5) cases of unexpected glycosuria(saccharin diabetes) were discovered. Many were in urgent need of treatment, but had grown accustomed to the discomfort.

18.9% of the men were found to be overweight.
21.2% " " women " " " " "

Women are said to eat one fifth less food relatively than men. The tendency to overweight is therefore much greater in women.

900 re-examinations had been made prior to the same date, and a marked improvement had been made in 10% of the cases.

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A company which wished its name withheld established a hospital and a health committee to keep their men well, and to provide against accidental injury by properly placing the men according to physical qualifications. By frequent examinations they apprehend diseases in their incipient stages, and many of them are quickly cured. The committee under the supervision of the physician maintains sanitary conditions throughout the plant; toilets, wash rooms, trash cans, cuspidors, and the sweeping of the plant are under their supervision. They say this arrangement has saved in lost time practically two days per man per month.

The Larkin Company of Chicago established a medical department consisting of three physicians, one dentist, and three trained nurses on full time. Their functions are:

1. Physical and medical examination of all applicants.
2. Care and after treatment of accidents.
3. Consultations
4. Sanitary inspection
5. Health Publicity.

The physical examination reveals defects which would impair the worker in one department, but not in another. It results in proper placing within the plant.

Accidents are attended to in a competent manner, and infection is avoided.

Dispensaries are maintained for those requiring them.

Consultation, advice, and treatment are given freely, but only upon request. This service extends to families of employees.

Cots are provided in the women's rest rooms, and a short recess with complete relaxation is insisted upon twice a day in addition to the noon recess.

The Larkin Country Club consists of two large roomy country homes in charge of a matron. They are located on the lakeshore outside of the city. These are maintained as a place for convalescence after illness or accident, recuperation from nervous fatigue, and as a vacation resort for those who wish to use it as such. The Mutual Benefit Association provides the funds necessary to care for employees during periods of illness. The medical staff gives lectures periodically on personal hygiene, cleanliness, care of the hair, teeth, nails; on matters of dress, courtesy, and the friendly spirit.

Employees are urged to join the Larkin gymnasium classes, first aid classes, hygiene classes; base ball, tennis, basket ball, swimming, and hiking clubs.

Daily inspection of the plant is made by safety inspectors.

They encourage the employees to use the shower baths and electric hair driers.

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They issue bulletins and leaflets to teach good health and clean living; also a house organ "Ourselves"; instructive moving picture shows are given in the house auditorium; and even the back of the pay envelope is used to further the gospel of sane thinking and sane living.

The experiences of others are not strictly applicable to the needs of an industry such as ours, scattered over four states, but the employment of local physicians on part time for each of our factory units is entirely practical. A specified portion of their time could be devoted each day to supervising the health of our workers and examining new applicants. The remainder of the time, they can be subject to call in case of accidental injuries. In this manner we could make a wiser selection of workers, reducing turnover, and raising the physical and moral standards of our force. More attention could be paid to sanitation, proper ventilation and lighting, all as has been shown, at a very small expense per worker.

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REPORT OF EASTERN TRIP.

Submitted by H. W. Dahlberg.

July 16, 1917.

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The trip was made to gather information regarding statistical and similar departments of a number of the larger industrial concerns, and an effort was also made to obtain miscellaneous information on labor problems, bonus systems, welfare methods, etc.

FORD MOTOR COMPANY, DETROIT.

GENERAL.

This company employs about 40,000 men at the Detroit plants, in all departments, and the methods used in dealing with such a large number of employees should be of interest to other employers. Quite a large percentage of them are foreigners, about fifty-three nationalities being represented. They work in eight hour shifts, and it has been found that the daily output per man has been increased by changing from the nine hour to the eight hour day.

EMPLOYMENT DEPARTMENT.

This department is in charge of an employment manager, who has a number of assistants and clerks, about fourteen in all. The Ford Company hires no men whatever "at the door", but draws its supply from a list of applications. When any department in the plant needs men, they notify the employment manager, giving the necessary information as to the type of man wanted, and the latter fills this requisition to the best of his ability. When a department has no further use for a particular man, he is not discharged, but turned over to the employment department for transfer to other work. Of course, if he has a bad record and is not desirable, he may be discharged by the employment manager, but not by any foreman.

The company makes every effort not to hire any men who are employed elsewhere, and verifies by telephone each prospective employee's statement as to the last place he worked. This avoids competition with other employers of labor in Detroit. At the time of my visit, no new men were being employed, as the efficiency of the plant had increased to such an extent that the force was larger than really necessary. The reduction in the force is not secured by discharging the surplus, but by not replacing men who leave of their own accord. All new employees must pass a physical examination by the medical department.

The employment department has a complete record of every man in the employ of the company, and also of every man who has ever worked for them. This is also true of the employment departments of the General Electric and Westinghouse companies. This record gives the man's history with the company, the departments in which he has worked, the rates received, transfers, promotions, general conduct, and if he has left, the reason for leaving. Thus, if a man desires to return to work with the Ford Company after an absence of five or ten years, by referring to the files, his previous record of employment can be found immediately. This system also eliminates the possibility of a man being discharged by one department, and hired the next day by another department.

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PROFIT SHARING SYSTEM.

A great deal has been published about the $5.00 daily wage at the Ford plants, and a few details may be of interest. I, therefore, quote from a pamphlet issued by the Ford Company, describing their plan.

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"It then began to make a new experiment which took up the human side of the question. Upon investigation it was discovered that the average daily income of the ordinary workman was not sufficient to meet the needs of himself and his family, to allow him to purchase the kind of food necessary to make him physically fit to do his work and to relieve him of the mental anxiety which made him indifferent to his work and to the length of time which he stayed with the company. The company discovered that home conditions, domestic relations, and neighborhood environment, in case they were not right, had a great tendency to lessen a man's efficiency in the factory and to make him an unreliable factor in the organization. At this time the power to discharge men was in the hands of foremen and this caused the men to be in constant fear of losing their jobs and consequently had a tendency to lower the amount of their daily output, lessen their usefulness to the company and make them indifferent as to the length of time they stayed with the company. Worry and fear are the two things that do more to defeat the result of a workman's energy than anything we know of. The company was also convinced that the number of hours which a man worked every day had a lot to do with his efficiency and felt that a better spirit would prevail throughout the organization if they were to reduce it to an eight-hour day. It was found that in order to get the best interest of workmen it was necessary to make it to their advantage to give their best interest to their employer and to feel a real desire to stay with the company and have some interest in it beyond mere wages. For this reason they decided to have the employes share in the profits of the company.

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the Plan affords. Married men who have reached the age of twenty-one years and are living with and taking good care of their families qualify for profits without further investigation. Unmarried men 21 years of age or more and who are living a constructive life also qualify. Unmarried men under 21 years of age who live with and are the sole support of some next of kin and lead a constructive life also qualify. Women employes share in the profits on the same basis as the men. Of the 40,075 men on the factory pay-roll in November, 1916, 27,730 were eligible for profits, and of this number 27,492 or 99-1/2% were receiving profits. Only 238 were disapproved. The remaining 12,583 were not eligible by reason of 11,875 new men, not having yet had their probation period, and 425 too young to qualify.

"The share of profits that each employee receives is distinct from his wages. Throughout the Plan, the design is to give to the man who is getting the least wages the largest share of profits. This can readily be seen from the wages, share of profits, and total daily income listed below:

Wage Rate per Hour	Profit-Sharing Rate per Hour	Total Income per Hour	Total Income per Day
.61	.17-1/8	.78-1/8	$6.25
.43	.25-3/4	.68-3/4	5.50
.34	.28-1/2	.62-1/2	5.00 ....

The lowest rate paid for common labor at the present time is 43¢ per hour.

Rather remarkable results have been obtained from the introduction of the profit sharing plan and the eight hour day.

"In November, 1912, the factory was working on a nine-hour basis, and was paying about 60 different rates of wages. During this month in order to maintain a working force of 8,820 men it was necessary to hire 3,732 men, or 42% of the total working force, and during that time 4,126, or 46%, of the force left our employ. On October 1, 1913, the men were classified according to their skill and paid according to their worth; making the matter of recognition a surety rather than dependent upon the pleasure of a superintendent or a foreman. A separate rate of wage was paid for each grade of skill and the rates were made uniform. During the month of November, 1913, to maintain a force of 23,500 men it was necessary to hire only 1,085, or 6%, of the force, and only 588, or 5%, left our employ.

"The Profit-Sharing Plan was put into effect January 12, 1914. In March, 1914, two months after the introduction of the Profit-Sharing Plan, to maintain a similar force, it was necessary to hire only 104 men, or eight-tenths of one per cent of the force, and 437, or 3%, of the force left. This was composed mostly of men whose condition was such that they could not hope to qualify for profits and also men who feared exposure through investigation.

"The eight-hour day was introduced at the same time as Profit-Sharing, on January 12, 1914. The factory had been working on a nine-hour basis from April 8, 1912, until that time.

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The General Electric Company by means of these machines, shows the number of sales to a customer, the amount, the types of motors and other equipment sold, the geographical district, the industry which he represents, etc. In the same way the Ford Company knows how many of its employees are aged 25 for example, the number at this age of any particular nationality, religion, married or single, number of dependents, and so on. The Ford Company also uses the system in the distribution of its payroll.

AMERICAN TELEPHONE & TELEGRAPH COMPANY, NEW YORK.

STATISTICAL DEPARTMENT.

This company has a very large statistical department, handling all important statistics for the entire Bell System. In connection with their pension, accident and sick benefit plan, they have very complete figures for a period of years on the causes of accidents and sickness among their thousands of employees. The telephone companies are probably in as close touch with the business life of the United States as any organization, and the government has called on them for a great deal of information in connection with the war. The former statistician of the company has been called into government service as Chairman of the Committee on National Defense.

This department gathers and tabulates statistics for nearly all of the departments, has charge of the company library, the stenographers, and issues all regular and special reports except strictly auditing department reports. It uses a "Photostat" machine to very good advantage, in making copies of blueprints, drawings, graphs, typewritten work, etc., either to a reduced or enlarged size. The system of tabulating statistics is similar to those of the companies described above.

The library on business, financial, labor and economic subjects is very complete.

CENSUS BUREAU, WASHINGTON, D. C.

This bureau is largely of statistical interest only. A permanent force of about 600 men is employed, and this is greatly increased during the years that the decennial census is taken. The work of tabulating the census figures is enormous, and is done by Hollarith machines of large sizes. A well equipped machine shop forms part of the equipment, and here they are constantly experimenting with and improving tabulating machines. One of the latest machines will count and tabulate all the information on 400 cards per minute.

The bureau takes a great many special censuses at periods of one, two and five years, and every few months on the cotton and tobacco industries.

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WESTINGHOUSE ELECTRIC & MFG. COMPANY, EAST PITTSBURGH.

STATISTICAL DEPARTMENT.

As with the General Electric Company, this department keeps all sales records. A record is kept of each customer, the sales to him during the current year compared with the previous year, the kind of equipment purchased, etc. In the same way a monthly record is kept of every salesman, the amount of his sales, amount of business lost by him, the ratio of the cost of securing business to the amount of sales, and these figures compared with the previous month and year. A monthly report is sent to each district office, showing the value of sales and lost business for all districts during the month.

PRODUCTION DEPARTMENT.

This department determines the rated production for each unit of the plant, and by means of graphs, shows how well each one is keeping up with its rated output. In this way the executives know at once when one or more departments are falling behind. Monthly and annual curves are also made up, showing the cost of labor and material as percentages of the total manufacturing cost of the various kinds of electrical machinery manufactured. Similar systems are used by the Ford Company.

SCRAP DEPARTMENT.

An interesting division under the general storekeeper is the scrap department. A disposition committee decides the most profitable disposal of all obsolete or imperfect material, and if their decision is to scrap any equipment, it goes to the scrap department. For example, all scrap lumber accumulated around the plant is sawed up into the proper lengths, and materials for box manufacturing, and I was told that this item alone shows a net profit of $1000.00 per month over selling the lumber for fuel. Copper, brass and babbitt are melted and used over again in the plant. Steel turnings and punchings are sorted roughly according to size and quality, and sold. Heavy steel and iron scrap is cut into proper sizes by means of a motor driven shears, and in some instances this has increased the market price of the scrap $22.00 per ton. Boiler tubes, pipe, etc. are also cut into the desired lengths. This department has shown very surprising profits ever since it was organized.

BONUS SYSTEM.

Office and salaried employees who are not eligible for bonus under the Shop Employees Bonus plan, are paid a bonus based on attendance, i. e., if the total excusable time, absent and late in the month does not exceed six hours, and the sum of the lates and absences does not exceed three in number, an 8% bonus is paid. A 12% bonus is paid for 100% attendance and punctuality.

The bonus for salaried employees in all manufacturing departments is based on the following four factors:

1. Production
2. Percent of Overdue Orders
3. Expense Control
4. Man Efficiency

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A 100% point or "bogey" is established for each of the four factors. If the efficiency falls below 85% in any one factor, all bonus for the month will be cancelled. When 95% efficiency is reached under any one of the four factors, the bonus for that factor will be 3%. For 100% efficiency it will be 5%, and this will increase in steps of 1% for each 5% increase in efficiency.

Further details of this plan are on file in this department.

ORGANIZATION.

The general organization consists of the President, and five Vice Presidents. Three of the latter form a committee in charge of sales, the fourth is the works Vice President, and the fifth has charge of legal matters. The works Vice President has entire charge of the works at East Pittsburgh, and his staff is made up of a works Manager, an Engineering Department, and a Maintenance Department, all of whom report directly to him, and co-operate with each other. The works Manager is superior to the various Plant Superintendents.

The method of procedure in handling new work, changes in models, etc., is as follows:- The matter is considered by a standing committee, composed of representatives from the engineering, works, and sales departments; the advisability and cost of the change are covered in detail, and the sales or profit from the new equipment carefully estimated. If approved by the standing committee, the matter is then passed on by the board of Vice Presidents, and, if a very large expenditure is involved, by the President.

MANUAL OF INSTRUCTIONS.

The sales department has a very complete manual of instructions, giving full details of the organization, and the names of the men filling the positions, organization charts, etc. It covers all possible matters, such as the forms to use, contracts, correspondence, requirements on municipal and government contracts. Each district office has copies of this manual, and it gives the complete personnel and duties of the men, even down to the clerical force, in the district offices. It includes instructions to the stenographers, covers mailing, filing, etc. One rather interesting feature in all correspondence confined to the company, such as between departments, and between district offices, and the works, is the elimination of "Dear Sir", "Yours truly", and similar expressions, and the effort to make the letters as brief and concise as possible.

MONTGOMERY WARD & COMPANY, CHICAGO.

This firm employs about 6000 men and women at their Chicago plant. The working hours are from eight to five, with forty minutes for lunch, and ten minute rest periods, forenoon and afternoon. Lunch is served at cost between the hours of eleven and two, and the different divisions go by schedule, thus relieving congestion in the restaurant.

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EDUCATIONAL & WELFARE DEPARTMENTS.

Evening classes are conducted twice a week, and courses given in English, Comptometer, Typewriting, Shorthand, Arithmetic, and Mail Order Correspondence. Bi-monthly lectures are given on business subjects by outside speakers and officials of the company. A house newspaper is published at regular intervals by the Educational Department.

The Welfare Department co-operates with the public charities, but its work is limited to the employees and their families. In cases of need, it supplies weekly orders of staple necessities, rent and fuel, and at times, emergency loans and disability allowances. It has charge of a sanitarium outside of the city, where women employees can go for treatment, rest or vacation.

MEDICAL DIVISION.

This division consists of four physicians and four nurses. Employees who have served less than one year, receive attention in cases of illness at the doctor's offices in the store only. After one year's service, they are also attended at home, if necessary.

It has been found here and in other industries, that workers apply themselves with an upward curve of efficiency until about ten o'clock in the morning, and from then on the curve dips until lunch time. After lunch they work very well until about three in the afternoon, when they again begin to lag. In order to prevent these periods of exhaustion, this company serves a glass of malted milk at ten and three to every employee who the doctors feel would be thus benefited. They state that their records show it has resulted in health and energy that more than offset its cost and trouble.

LIFE INSURANCE.

The Insurance Plan, under which the company pays all premiums, is as follows:

Married employees of five years or more service, upon decease, leave the following benefits:

Funeral expenses, $100.00. Pension to widow, 25% of last wages, and 20% additional for one child, or 25% additional for two or more children. The pension for the children continues in force until they reach the age of sixteen years, and for the widow as long as she remains unmarried. All pensions are payable weekly.

For unmarried employees the benefits consist of $100.00 funeral expenses, and one year's wages payable to beneficiary.

PROFIT SHARING.

In 1916 approximately six percent of the net profits of the company were divided among the employees on a basis of salary and length of service. Each employee of ten years' or more service, is given the privilege of subscribing for a certain amount of common stock at a very low price, payable in cash or in installments.

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VOCATIONAL SELECTION.

This department is in charge of a psychologist who gives various mental and physical tests to prospective employees with the view of determining their natural fitness for the positions open. She also gives mental tests to older employees who are apparently unfitted to positions which they are occupying. The results have been very gratifying, and persons of unusual ability are often discovered through these tests. They are given to applicants for executive positions, and have been of great help in selecting the correct men. Employees who have not been succeeding in their work are found to have qualities which are very desirable in some other department of the store, and are transferred accordingly. This has reduced the labor turnover quite appreciably.

The above covers, in a general way, the points which I have considered of particular interest in the various plants. Many other items of information were picked up here and there, but to include all of them would make this report too lengthy. I found all of the above companies exceedingly courteous and free with their information, the Westinghouse people being especially helpful to me.

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C 27129

REPORT OF EASTERN TRIP.

MAY, 1918.

Submitted by H. W. Dahlberg.

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C 87130

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THE MINNEAPOLIS STEEL & MACHINERY COMPANY.

This company has both an Employment Department and an Industrial Service Department, the latter having charge of welfare and safety work. Among some of the welfare activities are garden club work, a company band, glee club, baseball team, bowling teams, etc. Their Minneapolis Steel Club has 800 members, who pay dues of fifty cents per month. Only members of this club can buy at the club grocery store, which sells groceries at wholesale, plus 10%.

The company is building a large restaurant in order to furnish the noon meal to employees, and is also putting up a garage for the convenience of those who drive cars.

I went through most of the shops, and found very good working conditions, and much attention paid to safety installations. The safety work is handled by a central committee made up of the superintendents and production managers, and four sub-committees, the membership of which changes from time to time. These committees also look after sanitary conditions.

A great deal of government work is being done at present; some of the products are gun carriages, trench diggers, and shells. The working day in the shell shop is eight hours, and in the other shops twelve hours.

BONUS PLAN.

Last year a bonus of 12% was paid to all employees. This year an annual bonus of 10% has been promised to all hourly men.

MEDICAL WORK.

All new employees are given a physical examination. Four doctors and four nurses make up the Medical Department. The company is thinking seriously of also adding a dentist.

WORKERS' BENEFIT FUND.

1% of the wages of all employees who take out membership is deducted, in return for which they are paid 75% of their wages when sick or disabled by injury. The maximum salary on which these percentages are computed is $100.00 per month. The death benefit is $300.00. Membership is voluntary, but quite a large percentage of employees belong.

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LABOR SITUATION.

I was told that it was not serious at present, but they expected difficulty from July on, due to the demand for farm labor. About 200 women are being employed as machine operators, at the same rate as men. A matron, who is also a trained nurse, will have supervision over them. A recreation hall and rest rooms are just being completed for their use.

MISCELLANEOUS.

A very attractive monthly bulletin is published, which is furnished to all employees, including those who are now in government service. I found this to be the general practice of all the companies I visited, and think it is a very good plan. I obtained sample copies of all of these company publications.

DR. W. E. HOTCHKISS, UNIVERSITY OF MINNESOTA.

Dr. Hotchkiss is director of business education, and has made quite a study of labor problems. The government sent him out to the lumber camps in Washington last fall, to mediate in the I. W. W. troubles there. I was told by others that his efforts were quite successful, and that the working conditions in the camps have been considerably improved by following his suggestions.

After giving him some information concerning our campaign labor problem, he said that in an industry such as ours, two things should be given serious consideration. 1. The possibility of furnishing permanent employment to a greater number by extending side operations, such as farming, feeding, by-products, or some related process, which could be carried on during our off season. 2. The possibility of a bonus system based on the efficiency of various groups of men in the factories.

He said he would be glad to come out for a short time if we cared to use him in a consulting capacity, but did not think he would care to give up educational work.

TWIN CITY RAPID TRANSIT COMPANY.

This company operates the street railways of Minneapolis, St. Paul, and Duluth. Minneapolis is one of the largest "open shop" cities in the country, and I was told that the most determined efforts were being made to unionize the city. Last fall this company had a strike on its hands, a very large percentage of the strikers being men who had been with the company less than a year, and probably shipped in for the purpose of starting trouble. The company won the strike, largely because of the loyalty of the older employees.

I had an interview with Mr. Horace Lowry, the President, and he emphasized the value of a co-operative committee, which has been selected by vote of the

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men to represent them in matters of wages, working conditions, etc. This arrangement has been worked out by the company, and they have found the committee plan to be very satisfactory. By organizing the co-operative association among the loyal men, they were able to prevent the unionization of their trainmen, and win the strike. Mr. Lowry thought that if we could keep our permanent men loyal, this would be worth much more effort than any we might make for the benefit of the temporary men.

All of the welfare and medical work of the company is handled by Mr. Anderson, who is general director of the Employees' Mutual Benefit Association. He calls on all who are sick for any length of time, furnishes aid and legal advice in case of those who become involved in debt, domestic troubles, or misunderstood contracts, and also passes on applications for loans. A woman home visitor helps him in this work. I gathered considerable information on the benefit association, and it seems to be doing very good work. Mr. Anderson, in common with others, emphasized the value of the personal touch that is secured through this association.

INTERNATIONAL HARVESTER COMPANY.

I visited their general offices, but found that their employment and welfare work was not very well organized. The man who had handled these matters had left some months ago, and a new man was going to take charge in July. I concluded that they were not very well equipped in the matter of employment, and verified this by inquiry elsewhere.

CRANE COMPANY.

In this company, the employment and welfare work is under two separate heads. Mr. Sheridan is the Employment Manager, and the Welfare Manager was out of the city. The former has a well-organized employment office, run along similar lines to those of other progressive concerns. As the plant is busy on government work, I did not go through the shops. Mr. Sheridan said that labor was becoming more and more scarce, and this I found to be true everywhere east of the Mississippi.

The Crane Company pays a 10% annual bonus, without any time limit for continuous service, so all employees who are on the pay roll at the time of the payment, receive the bonus. The company is paying the premium on $2000.00 worth of government insurance for men in the service.

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SEARS, ROEBUCK AND COMPANY.

Mr. C. R. Beard is Employment Manager, and formerly handled welfare work also, until this became too heavy for one man. The Employment Department is composed of about thirty men and women, who handle the records of the 14,000 employees, interview applicants, etc. As far as possible, men are being replaced by women throughout the plant, and with the prevailing severe shortage of labor, work is offered to married women. When they cannot work the whole day, one shift works in the forenoon, and the other shift in the afternoon.

This company has a splendid plant in the suburbs of Chicago, with modern buildings, park, athletic grounds, etc. The descriptive matter under "Social Service Work" given below describes their welfare work very concisely, so I have used the copy furnished me by Mr. Beard. He said that the shortage of labor was slowly sweeping the country from the east toward the west, like an immense wave. In his opinion, labor is very nervous, and unrest is in the air. He considers this to be a psychological condition, and that while a Labor Department and fair treatment will reduce labor turnover very materially, it will still be high at the present time.

The Sears, Roebuck people have had no labor troubles as yet, and aim to anticipate them in every possible way. Their big printing plant is operated entirely by union men, but relations with them have been fine. The business of the company amounted to 170 millions last year, which gives some idea of its size.

PROFIT-SHARING PLAN.

Under this plan, the company contributes 5% of its annual profits, and the employee deposits 5% of his annual salary, but in no case more than $150.00 per year. As far as possible, the fund is invested in shares of the company, so that the depositor will share in the earnings, and in time will practically own the company. It is estimated that the annual payment by the company will be $550,000.00 or more, and the ratio of its contribution to that of the employee will be about two to one.

A depositor can withdraw his own contributions, with interest, at any time, but does not receive the additional company contributions unless he has completed ten years' of service. Membership is voluntary with the employee, but I was told that the plan was very popular.

"SOCIAL SERVICE WORK"

"SEARS, ROEBUCK AND COMPANY is located four miles from the noise and confusion of the shopping district. The interior of the buildings is such that the office and stock rooms are large, light and airy. Artesian water in bubble fountains is found in each department. There is an extensive fire protection, including fire drills among the employes. The wash rooms, presided over by competent matrons, are well equipped and kept in excellent condition.

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"From three to four thousand people take advantage of the large dining room and cafeteria operated by the firm. The charges to the employes just cover the price of food and service. A paid vacation of one week is given to all employes who have been with the house one year, and two weeks when with the house three years.

"MUTUAL BENEFTT ASSOCIATION. This Association was established by the employes with department managers as officers and directors, who are voted on by the employes. All members of this Association must have been in the service of Sears, Roebuck and Company three months, and at the time of joining be less than fifty years of age, in good physical condition, and of good moral character. The membership is voluntary, with dues graded according to the salary, ranging from 30 cents a month for a weekly salary of $7.00, to 60 cents for a salary of $16.00 or over. About 35 per cent of the employes are members. A sick benefit of three-fourths of the weekly wage is paid for a period of ten weeks after the first three days of illness. The death benefit ranges from $75.00 to $150.00, according to the salary.

"ANNIVERSARY CHECKS. Sears, Roebuck and Company gives each year to all employes earning less than $1500.00, who have been with the firm five years or more, a certain per cent of their salary as an anniversary gift, and in recognition of good service. For five years' service they receive 5 per cent of their annual salary; 6 per cent for six years' service, and 10 per cent for ten years' service or more.

"MEDICAL DEPARTMENT. This department is in charge of eight physicians and twelve nurses, also one dentist. The employes are free to consult with them at any time. New employes are compelled to undergo an examination. The nurses care for the sick in the Doctor's Office and visit the sick employes in their homes. The health of the employes has been conserved in every way possible by extremely rigid hygienic rules and cleanliness throughout the entire house.

"YOUNG MEN'S CHRISTIAN ASSOCIATION. Within a block of Sears, Roebuck and Company is a new branch of the Young Men's Christian Association. The building has a dormitory of 350 rooms and has accommodations for 500 men; is modern in every way, with best equipment. There is an opportunity not only for athletics of all kinds, but for educational work in the night school classes. Sears, Roebuck and Company contributed a large sum toward the building, and gives the Association a hearty support. About 10 per cent of its members are Sears, Roebuck and Company's employes.

"PERSONAL WORK WITH GIRLS. An advisor, whom the women may consult with freely, gives her entire time to difficulties and problems which are of mutual interest to the firm and the women employes. She has an individual talk with them soon after they are employed, in which she attempts to give them an idea of what it means to be a business woman in the truest sense of the word.

"ATHLETICS. There are ball grounds and tennis courts for the use of the employes and club houses with lockers for both men and women. There are twelve organized baseball teams, who play regular schedules. There are several tennis tournaments each summer for both men and women. The season ends in a large Field Meet, in which the girls have recently participated by presenting Folk Dances.

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"MUSICAL ORGANIZATIONS. An Employes' Musical Organization has been recently organized for the purpose of developing various musical talent. Membership in the Association is open to all employes of Sears, Roebuck and Company, who are interested and who possess the necessary talent. We have organized a 50 piece band, an orchestra, a Glee Club for the men and a Chorus for the women. Membership in the Association is free, and instruction is furnished without cost to members by Sears, Roebuck and Company".

NATIONAL CASH REGISTER COMPANY, DAYTON, OHIO.

The departments of labor and welfare are separate, Mr. Primmer being employment manager, and Mr. Pearson, director of welfare. This is the only place I visited where the term "welfare" is used; all other companies either object strongly to its use, or prefer some other term.

The Welfare Department has charge of all welfare work, athletics, clubs, health and safety, and dining rooms for employees. It also looks after the reception of visitors, and gives an illustrated lecture in the large auditorium, which describes the activities, and particularly the welfare work of the company.

This work is quite extensive and has been carried on for a long time. The comfort of women employees is particularly well cared for, and the dining rooms and rest rooms are splendidly equipped. The main dining room for men is said to handle 1200 men in half an hour. The service is largely on the cafeteria plan. The company also maintains several community and country clubs, open to all employees at a very low cost. Here they can play golf, tennis, baseball, volley ball and various other games. The garden club work for boys and girls is one of the big features of the welfare work, cash prizes being given each year.

Some of the interesting features I noticed were:-An ornamental honor roll of all employees in the service, placed in one of the lighted show windows in their main reception hall. An honor roll of all the departments that had come up to or exceeded their quota in the third liberty loan campaign, showing a small photograph of the heads of such departments. The quota was one $50.00 bond for each employee, and this was far surpassed in most cases.

Mr. Primmer impressed me as being a very capable employment manager, but they were advertising for both men and women, nevertheless. He told me that a recent census of the manufacturers of Dayton showed that they had jobs for 18,000 more men, and that the labor situation was very serious.

The company has an educational plan whereby high school boys can go to school and work as apprentices in the shops alternate weeks for two years. On completing this course, if they wish to go to college, they are aided in taking up work at the University of Cinncinnati under a similar plan.

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PROFIT-SHARING PLAN.

Under this plan, the employees receive a minimum bonus of 8 to 10% of their wages, depending on the length of service. This applies to new employees also, but the bonus is not actually paid until they have completed six months' service.

AMERICAN ROLLING MILL COMPANY, MIDDLETOWN, OHIO.

Mr. Hook, the Vice President, has direct charge of all industrial relations. He has four or five assistants, who have charge of the departments of employment, sanitation, labor and safety, and social service. Their labor situation is quite complicated, as they employ many foreigners, negroes, and Kentucky Mountaineers.

They have had an extensive building program for some years, and have built over one hundred houses of varying types and costs. Some of these are rented, but most of them are sold to employees. At the present time they are building and selling houses costing from $1600.00 to $2200.00 each, and these are in great demand, even by the colored employees. The building proposition is handled by a realty company largely financed by the Armco Company, and of which Mr. Hook is President. Sales of houses are made on a cost plus 10% basis. The Armco is now building a $75,000.00 school house for colored children, which will be presented to the city when completed.

The "Armco Association" is an athletic and mutual benefit association of employees, and seems to be a big factor in the splendid company spirit which they have been able to develop. That this spirit really is worth something is proved by the fact that 2600 out of their 5000 employees have been in the service five years or longer. In the fine new office building, a number of rooms for showers, lockers, and meetings are provided for the Armco Association. A very good baseball diamond and grandstand have also been provided.

As far as I was able to judge in a short visit, the success of the "Armco" people in developing a company spirit is due more to the fact that the officials take an active interest in the welfare of the rank and file, are shrewd judges of human nature, and good advertisers, than to paying high wages or having unusually good working conditions. For example, their group insurance plan is not as liberal as ours, but more has been made of it. Other examples of the personal touch are:

Each man who has gone into government service has been given a ring, suitably engraved, evidently accompanied by a personal letter from the President, as their bulletin publishes a number of letters of appreciation, addressed to him. Small gift packages of pipes, tobacco, cards, etc. are also sent to service men every few weeks, and copies of the Armco bulletin sent regularly.

Every employee who has completed five, ten, or fifteen years of service is given a neat, gold "Armco" badge, with the proper numeral attached. They seemed to be very proud to wear these.

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The twenty-one leading men of the company are called "First Line Men", and are called together by the President whenever any emergency comes up. They also wear a ring of a certain type, which they value highly.

The above may be considered little things, and would have no value if the interest which they represent were not "real", but, taken together, have undoubtedly made the Armco men proud of the organization to which they belong.

All salaried employees receiving less than $100.00 per month are eligible to a bonus of from 5 to 15% of their salary, depending on the length of service. All those receiving more than $100.00 per month share in the profits of the company, as determined by the Board of Directors each year.

INDEPENDENCE BUREAU, PHILADELPHIA.

This bureau is an organization which does consulting work along the lines of industrial relations, fire and accident prevention. In order to get further information concerning it, I called on the following companies:

International Acheson Graphite Company
The Carborundum Company
Hooker Electrochemical Company
Kelly-Springfield Tire Company

All of these companies have used the Independence Bureau in the field of industrial relations, and two of them in fire and accident work also. They were unanimous in highly recommending the Bureau. In each case I talked with the man who was in actual touch with the work, either a General Superintendent or Vice President. One stated that the Bureau was recognized throughout the East as the best organization of its kind. Another emphasized the thoroughness of its work and the benefits they had received in their employment work, and several spoke of the great value of the Bureau's housing survey of Niagara Falls, and the influence it had had in the government's housing program.

EASTMAN KODAK COMPANY, ROCHESTER.

Mr. Maston, the Employment Manager, with the assistance of three clerks, handles all the employment work for 5000 employees. Among other things he told me that their labor turnover for the year 1917 was 46%. He began the employment work here ten or twelve years ago, and the first year found that the opposition of the foremen made his work very difficult.

When taking on a new employee, he gives him an efficiency rating based on his analysis of him as to dependability, intelligence, industry, neatness, and cheerfulness. At the end of the first and third months, and end of first year, he gets a similar rating from the foreman of the department in which the man is working.

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The Kodak Company has a large Welfare Fund from which loans are made, and direct financial aid given to needy cases. A visiting nurse looks up absentees, and gives aid in case of sickness in the homes. The Medical Department consists of three doctors, five trained nurses, and several assistants. Each plant has a one-room hospital, besides the central hospital at the down-town office building.

AMERICAN SUGAR REFINING CO., NEW YORK AND PHILADELPHIA.

Mr. Babst put me in touch with Mr. Foster and Mr. Cleveland with regard to their pension plan, and with Mr. Stubbs and Mr. Holland for welfare and employment work. At present they have about 300 pensioners, and the annual payments amount to $100,000.00. Mr. Foster thought that they would reach their maximum number of pensioners in a few years, and that $150,000 annually would cover the payments at that time.

Mr. Cleveland is Secretary of the Pension Committee, and one of the Vice Presidents, although he has been with the company only a short time. The Pension Committee consists of seven or eight members, and passes on all pension matters, subject to the approval of the Board of Directors. Mr. Cleveland has recently visited the homes of all the pensioners, in order to learn something of their living conditions and their attitude toward the pension plan. He told me that they depended on their old pay rolls to establish the length of service of old employees, but that often these did not date back far enough, in which event they depended on other evidence or the man's word. They are paying the minimum pension of $20.00 per month to quite a number of old employees, who were barred from the plants as alien enemies under the government proclamation closing the water front to them.

Mr. Stubbs told me that they were just getting started in their welfare work, and I noticed this at the Franklin refinery. He thought the best thing that they had done was to organize the uniformed "plant defense corps" at each refinery. This has done more than anything else to inspire loyalty to the company. These military companies each have a drill master and drill twice a week. Only men of unquestioned loyalty belong, and it is the aim to gradually change the membership, so that as many employees as possible may get this training.

In addition to the military companies, all employees at the refineries are being uniformed, there being a distinctive uniform for each department. The uniforms are furnished by the company and washed once a week free of charge.

Mr. Holland is Supervisor of Employment, and Mr. Babst spoke very highly of him. He has only three assistants at the central employment office, and uses a very simple but effective system of records. Each refinery has an employment secretary, who handles the local work, and furnishes duplicate records to the central office. These secretaries are paid $40.00 to $60.00 per week.

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I spent an afternoon at the Franklin refinery in Philadelphia, and noted the working conditions there. They are working an eight hour shift, but practically all employees have the option of working twelve hours at time and a half for the four hours overtime. All employees are paid weekly. Mr. Peterson said they were paying from $.38 to $.41 per hour for common labor, and were getting a very poor class at that. They had had a small strike the day before my visit, and were running 300 men short of a full crew. Mr. Holland also told me that they had to forget about labor turnover during the war, and that it was running pretty high.

One thing that I could not help but notice at the Wall Street offices was the rather large number of men in important positions, who had come from other organizations within the last year or two. I should think this would be discouraging to the older employees.

HENRY DISSTON & SONS, PHILADELPHIA.

This plant is noted particularly for retaining old employees, and in going through some of the shops, I saw more men of sixty to seventy years than in any other plant I have visited. It has evidently grown from a small family concern to a large plant, and the family spirit still prevails. Mr. Carter, who handles the employment work, has been in the service for forty-two years. He said that they pensioned the old employees when they were ready to retire, but had no definite plan; also that a number of old men refused to be retired. He prefers the older men to young men, as they make steadier, better employees.

This company has recently started employing women, and have found them very satisfactory. I saw them doing fairly heavy work, such as cutting files, many of them having to stand on their feet all the time. Working conditions for women were rather bad, no special provisions for their comfort being evident. They make from $9.00 to $18.00 per week on piece work. Women are employed chiefly, because with the many ship yards and munition plants around Philadelphia competing for labor, the shortage here is probably more severe than anywhere else, and all the employment men are very much worried.

FAYETTE R. PLUMB, PHILADELPHIA.
MILLER LOCK CO., "

The first of these companies is a rather small concern, and I was not particularly impressed by their conditions or methods.

The Miller Lock Co. employs several thousand girls on punch presses, automatic machines, polishing, etc. They work under men foremen, but there are several women supervisors and nurses to look after their welfare. Working conditions are very good, the shops being thoroughly modern; rest rooms, and recreation are provided.

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A twelve minute rest period in the middle of the afternoon is given to all employees for rest or exercise. An annual picnic is given. A continuation school for minors under sixteen is provided.

Their group insurance plan and bonus plan both depend on the number of years of service, and the bonus plan depends also on the production of locks. The bonus is paid monthly, after three months' service.

The Employment Department has taken a census of all the homes within a mile of the plant, and 80% of the employees live within walking distance.

This is the only company I have visited where everyone, including the President, punches a time clock.

HOG ISLAND SHIPYARD, PHILADELPHIA.

This shipyard is on the Delaware River, some miles outside of Philadelphia. I secured a pass from Admiral Bowles, which was good only for Memorial Day, because the work on a holiday is rather slack, in spite of double pay per hour. I was told that 23,000 men are at work here, and it is practically a city by itself. I found that the housing program was not much beyond the stage of plans as yet, although a great many barracks are in course of construction. These I found to be all right for a temporary installation, but not very desirable permanently. The beds are placed side by side in a long, open room, without any separate sleeping rooms.

I understand that at some other points, the government is building four, five, and six room hourse for married employees, but they have not built any at Hog Island as yet.

PENNSYLVANIA RAILROAD COMPANY.

Their Employment Manager, Mr. Linn, said that they were short 13,000 men on the divisions east of Pittsburgh alone, and that common labor was the hardest of all to get. He said that former employment methods don't work under present conditions, and that the methods of today may not be much good a year from now. They are using 7000 women in sixty different occupations, of which I have a list. Some of these are in heavier and much more difficult work than 50% of our factory stations.

Mr. Linn said their pension system had undoubtedly held many of their older men, who would have left for higher wages otherwise.

The company is trying to cultivate a spirit of pride in being a member of this big organization.

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A "Mutual Beneficial Association" has recently been organized. Its membership includes track-layers as well as officials of the company, and a very democratic spirit prevails in their meetings. Membership is voluntary. The organized trainmen were at first very much opposed to it for fear that its aim was to undermine their brotherhoods, but this opposition has been largely overcome. Committees are elected by the members to represent them before the officials of the company, somewhat similar to the Colorado Plan. The Association publishes a very complete monthly magazine, and also furnishes insurance to its members.

CONCLUSION

The impressions I gained lead me to believe that in the next few years, all other problems will seem insignificant in comparison to the problem of securing sufficient labor to operate our factories. I think the situation this fall will be most serious, and that we should organize our Labor Department at the earliest possible date. I also feel that we should begin right now to make plans to care for women employees at all factories, and train a number of women supervisors and instructors during the next campaign, as I fully believe that we will employ a large number of women during the 1919 campaign.

I also wish to emphasize that the best method of meeting the problem of outside organization of employees is to form some kind of a Mutual Benefit Association for all employees, whereby they may elect representatives at each factory for the study and discussion of matters affecting both them and the company. This is the method of The Standard Oil Company, The Colorado Fuel & Iron Company, The Pennsylvania Railroad and many other large corporations.

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C 27142

Read June 15; 18.

TEMPERATURES AND WORKING CONDITIONS AT
STATIONS IN THE COLORADO FACTORIES.

Statistical Department
Report No. 43.
December 27, 1917.

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Copies of this report have been, or will be sent to the persons whose names or positions are checked below:

	MANAGERS	AGRICULTURAL SUPTS.	TRAVELING CHEMISTS
✓Mr. W. L. Petrikin	Eaton	Eaton	Eaton
✓Mr. R. K. Marsh	Greeley	Greeley	Greeley
✓Mr. W. L. Lawson	Windsor	Windsor	Windsor
✓Mr. Edmund Simmons	Fort Collins	Fort Collins	Fort Collins
✓Mr. S. M. Edgell	Loveland	Loveland	Loveland
Mr. C. W. Luff	Longmont	Longmont	Longmont
✓Mr. R. M. Booraem	Sterling	Sterling	Sterling
✓Mr. G. M. Shaffer	Brush	Brush	Brush
✓Mr. Joseph Maudru	Fort Morgan	Fort Morgan	Fort Morgan
✓Mr. H. W. Hooper	Brighton	Brighton	Brighton
Mr. S. J. Osborn	Scottsbluff	Scottsbluff	Scottsbluff
✓Mr. Edwin Morrison	Gering	Gering	Gering
✓Mr. G. W. Rienks	Bayard	Bayard	Bayard
✓Mr. F. H. Ballou	Billings	Billings	Billings
✓Mr. W. A. Mitchell	Missoula	Missoula	Missoula
Mr. E. R. Griffin	Lovell	Lovell	Lovell
Mr. H. J. Miller			
Mr. W. L. Baker			
Mr. W. D. Lippitt	SUPERINTENDENTS	CASHIERS	TRAVELING ENGINEERS
Mr. S. P. Saunders	Eaton	Eaton	Eaton
✓Mr. W. C. Graham	Greeley	Greeley	Greeley
Mr. C. W. Haskell	Windsor	Windsor	Windsor
Mr. Hans Mendelson	Fort Collins	Fort Collins	Fort Collins
Mr. C. F. Consigny	Loveland	Loveland	Loveland
Mr. D. J. Roach	Longmont	Longmont	Longmont
Dr. F. Murke	Sterling	Sterling	Sterling
✓Mr. Clatfield	Brush	Brush	Brush
	Fort Morgan	Fort Morgan	Fort Morgan
	Brighton	Brighton	Brighton
	Scottsbluff	Scottsbluff	Scottsbluff
	Gering	Gering	Gering
	Bayard	Bayard	Bayard
	Billings	Billings	Billings
	Missoula	Missoula	Missoula
	Lovell	Lovell	Lovell

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Hourly temperature readings were taken at the various stations for approximately one day at each factory, using a sensitive chemical thermometer reading from -40 to +120 Degrees Fahrenheit. At each station the readings were taken so as to record the temperatures at the points where the men are required to perform their work. Enough time was taken at each point to allow the thermometer to indicate the average temperature, and due regard was paid to all conditions influencing the indications, such as sources of radiant heat, hot vapors, intermittent drafts, keeping the thermometer bulb dry, etc.

Outside temperature, wind velocity and wind direction will influence the temperature and conditions of a factory station, dependent upon its location with respect to windows especially, and whether there is an inward or outward draft through the windows. Generally there is a strong tendency for inward drafts through any openings at the lower stories of a factory, and outward drafts through openings at the upper stories, due to the rise of heated air and vapors from the various factory appliances.

As the readings were taken at different times, under different conditions of outside temperatures, etc., notes were kept on these in order to be able to estimate temperatures for comparison of stations in different factories, as for the filter press stations in Table III.

In the following tables, No. 1 shows the average temperatures at the principal stations of the ten factories, No. 2 shows the hourly readings at the hottest station in each factory, and No. 3 gives a comparison of the temperatures at the filter press stations.

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TABLE L.

AVERAGE STATION TEMPERATURES

DECEMBER 1917.

FACTORY	Picking Table	Beet Scales	Cutters	Diffusion Battery Top	Diffusion Battery Bottom	Carb. 1st.	Carb. 2nd.	Blow-Ups	Presses 1st.	Presses Juice	Evaporators
Eaton	91	91	92	90	84	91	92	93	92	91	95
Greeley		94	90	80	77	80		92	91	99	92
Windsor		85		85	83	75	75		89	84	81
"										89	Vallez
Ft.Collins	96	91	60	82	86	85	86	100	N.100	79	88
"									S. 91		
Loveland	87	86	79	81	86	78	79	89	89	86	83
Longmont	86			88	81				N. 86	90	
"						87	87	93	S. 89	91	92
Brighton	81	82	74	80	101	77	81	81	104	102	83
Sterling	87	84		86	84	84	84	91	90	92	91
Brush	97	98	94	90	91	94	94	106	95	104	94
Ft.Morgan	90	89	87	77	90	78	86		88	90	86

FACTORY	Pans	Centrifugals	Average Temperature As Read	Corrected For 45° Ext.Temp.	Corrected For Ext.Temp.& Slight Wind	Out Door	Wind
Eaton	83	87	90	96	96	11	Slight-Variable Directions.
Greeley	109	E.86 W.81	89	92	92	14	Slight- W. & S.
Windsor	80	75	82	88	92	13	N. & E.
Ft.Collins	87	79	86	88	88	32	Variable A. M.
"							Slight P. M.
Loveland	83	74	82	83	87	41	Brisk Variable Winds.
Longmont						45	Variable Breezes.
"	87	83	87	87	87		
Brighton		82				39	Med. N. Wind until 5 P. M.
"			86	88	88		
Sterling	74	N.90 S.80	86	94	100	2	Strong N. Wind.
Brush	86	95	95	100	100	19	Slight Wind.
Ft.Morgan	90	E.87 W.93	87	93	93	10	Slight Winds.

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TABLE II.

TEMPERATURES AS READ AT HOTTEST STATIONS

COLORADO FACTORIES, DECEMBER, 1917.

Factory	Station	8 A.M.	9	10	11	12	1 P.M.	2	3	4	5 P.M.	6	7	8	9	
Eaton	Evaporators			94	95	94	97	96	96	96	96					
Greeley	Pans	103	104	106	106	107	110	111								
"	Juice Presses and Daneks	96	97	99	100	100	100	100								
Windsor	Vallez Presses	85	87	81	89	92	91	89	90	90						
"	South "	84	85	86	88	89	92	92	87	93	90					
Ft. Collins	South 1st. "	86	90	88	85	90	93	95	97	96	95					
"	North 1st. "	92	93	96	96	99	100	103	106	104	105					Blowups about same.
Loveland	Kelly Presses		80	82	90	92	88	89	91	95	93					" " "
Longmont	Blowups				90	90	90	91	94	94	96	96				
Brighton	Runway over Kelly Presses									105	105	105	103	104	100	About same under Battery & at Juice Presses
Sterling	Juice Presses	86	87	90	94	93	94	93	97	92	94					
Brush	Blowups					106	107	104	106	106	105	106	105	105		Juice Presses about same.
Ft.Morgan	Picking Table	87	90	91					90	90	90	91	91			Seven other stations about as warm.

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TABLE III.

COMPARATIVE FILTER PRESS STATION TEMPERATURES

COLORADO FACTORIES, DECEMBER, 1917.

	As Read			Corrected for Wind and Outside Temperature		
	First Presses		Juice Presses	First Presses		Juice Presses
Factory	Plate & Frame	Other Types		Plate & Frame	Other Types	
Eaton	92		91	98		97
Greeley	91		99	94		102
Windsor	89	89(Vallez)	84	99	99(Vallez)	94
Ft. Collins	N.100 S.91		79	101		90
Loveland		89(Kelly)	86		94(Kelly)	91
Longmont	N. 86 S.89		91	90		91
Brighton		104(Kelly)	102		106(Kelly)	104
Sterling		90(Kelly)	92		104(Kelly)	103
Brush	95		104	100		109
Ft. Morgan	88		90	94		96

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NOTES ON STATIONS OF POOREST WORKING CONDITIONS

COLORADO FACTORIES.

EATON

Thin and thick juice filters and laundry. Very hot, and at times the vapor is so dense that vision is obscured.

Cutter Station. Hot, wet, and air vapor laden and oppressive. Scant head room. Water drips from above.

Picking table and beet scales. Hot and oppressive. Water drips from ceiling.

Under battery. Wet, dark, oppressive, and dirty. Splash from side doors throws water and pulp on runway and floor.

First press station. Full of vapor, hot and oppressive. Three 18" exhaust fans in wall do not help much. Bare juice lines and evaporator bottoms over station.

GREELEY

Pan floor. Very hot, due to radiant heat; heat rising from below and inadequate ventilation.

Same at beet scales and cutters, though not so hot as at pan floor.

Thin and thick juice presses. Oppressive and hot; radiant heat from themselves and hot vapor.

Laboratory should be ventilated.

WINDSOR

Vallez filters. Hot at this station, due to radiant heat from bare juice lines and filter bodies, and heat from below. Lagging the juice lines and bodies would improve the heat conditions. Absence of vapor from hot juices at this station makes for good conditions; also dumping does not increase the heat, nor release hot vapors.

First presses. Hot and full of vapor from juices. Juice lines and bottom first carbonation radiate heat to this station.

Daneks and open tank filters. Oppressive, due to juice vapors and radiant heat from pipes and bodies.

Beet wheel and washer. Cold and wet. A disagreeable place to work.

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FORT COLLINS

First Presses, North Side. Station hot and full of vapor.

First Presses, South Side. Hot and full of vapor. Strong inward draft from open south windows if south wind is blowing. If this draft is not present, the temperature will rise about seven degrees. Although the ventilators remove much of the vapor, its effects on the station are not lessened.

Blowups. Station very hot, due to heat from pipes, hot juices in the open tanks, vapor from presses, and radiant heat from the heater tops near by.

Beet scales. Has hot juice lines, lime scrolls, and a hot tank; all nearly surrounding it. Air damp and oppressive.

Under cutters. Damp, dark, drafty, and oppressive.

Under battery cells. Humid and oppressive. Clouds of vapor arise when a cell is dumped. Radiant heat comes mostly from calorisators.

LOVELAND

Runways over Kelly filters. Hot and very humid.

Under cutters. Hot, humid, and oppressive.

Under battery. Wet, humid, and close. Radiant heat from hot lines just over runway.

Beet scales. Radiant heat from hot juice lines and tanks near by.

LONGMONT

Under battery. Very wet, due to water spraying over station when cell doors are opened.

First Presses. Much vapor from juices. North ventilating fans not running. Breeze through north windows kept north station considerably cooler at time of taking readings.

BRIGHTON

Main factory comparatively free from vapors, due to Kelly filters and presses being under separate roof ventilated by stacks.

Under battery. Radiant heat from piping, cells, and calorisators. Rather oppressive from heat and vapor from dumping cells, but a dry, and well lighted station. Grated wooden runway.

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Kelly Presses. Grated wooden runway over filters. Heat from juice piping under runway, and vapor from juices make this a hot, humid place to work. Water from condensation drips from the stacks overhead. It is also possible that ice may collect in the stacks, thaw loose, and drop on a man.

Dry pulp handling and weighing station. It was very cold and drafty at this place, due to opening warehouse door to truck pulp through; also dusty from the dried pulp, which was unpleasant, and is doubtless injurious to the workmen.

STERLING

Snow with strong north wind, and low temperature outdoors when readings were taken.

Pan floor. Has large ventilator opening at roof, and stack with a fan, to draw air in or out as desired. Effective in cooling around pans when blowing in, but not satisfactory on account of drafts. When blowing out, there is no appreciable cooling of pan floor.

Kelly filters. Hot juice lines and bottoms of evaporators just overhead. Station has vapors from hot juices.

BRUSH

Blowups. Very hot and close. Heat from radiation of station and adjacent juice heaters, and from juice presses below.

Under battery. Oppressive and humid. Grated wood floor.

Thin and thick juice presses. Radiant heat from presses and hot pipes overhead. Vapors. Station very hot and oppressive.

Picking table and beet scales. Very hot and oppressive, due to heat and vapors from below. As these pass out the open windows, ventilation by cross draft is prevented unless the outside wind is strong enough to enter against them.

FORT MORGAN

Picking table and beet scales. Hot and oppressive, due to heat and vapor from below.

Under battery cells. Hot and oppressive. Radiant heat from calorisators, cells, and exhaust steam pipe and fittings just overhead. Solid wood floor overhead.

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C 27151

Read. June 15-18

PROPOSED EMPLOYMENT DEPARTMENT.

Statistical Department.
Report No. 44.
March 5, 1918.

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Copies of this report have been, or will be sent to the persons whose names or positions are checked below:

~~Mr.~~ W. L. Petrikin
~~Mr.~~ R. K. Marsh
~~Mr.~~ W. L. Lawson
~~Mr.~~ Edmund Simmons
~~Mr.~~ S. M. Edgell
~~Mr.~~ C. W. Luff
~~Mr.~~ R. M. Booraem
~~Mr.~~ G. M. Shaffer
~~Mr.~~ Joseph Maudru
~~Mr.~~ H. W. Hooper
~~Mr.~~ S. J. Osborn
~~Mr.~~ Edwin Morrison
~~Mr.~~ G. W. Rienks
~~Mr.~~ F. H. Ballou
~~Mr.~~ N. L. Chatfield
~~Mr.~~ W. A. Mitchell
~~Mr.~~ W. C. Graham
Mr. E. R. Griffin
~~Mr.~~ H. J. Miller
Mr. W. L. Baker
~~Mr.~~ W. D. Lippitt
~~Mr.~~ S. P. Saunders
~~Mr.~~ C. W. Haskell
Mr. Hans Mendelson
~~Mr.~~ C. F. Consigny
Mr. D. J. Roach
Dr. F. Murke
Mr. B. Hutchins
Mr. C. T. Criswell

MANAGERS
Eaton
~~Greeley~~
Windsor
~~Fort Collins~~
~~Loveland~~
~~Longmont~~
~~Sterling~~
Brush
Fort Morgan
~~Brighton~~
Scottsbluff
~~Gering~~
~~Bayard~~
Billings
~~Missoula~~ (All
~~Lovell~~ Managers)

AGRICULTURAL SUPTS.
Eaton
Greeley
Windsor
Fort Collins
Loveland
Longmont
Sterling
Brush
Fort Morgan
Brighton
Scottsbluff
Gering
Bayard
Billings
Missoula (All
Lovell Agricultural Supts)

TRAVELING CHEMISTS
Eaton
Greeley
Windsor
Fort Collins
Loveland
Longmont
Sterling
Brush
Fort Morgan
Brighton
Scottsbluff
Gering
Bayard
Billings
Missoula (All
Lovell Traveling Chemists)

SUPERINTENDENTS
Eaton
Greeley
Windsor
Fort Collins
Loveland
Longmont
Sterling
Brush
Fort Morgan
Brighton
Scottsbluff
Gering
Bayard
Billings
Missoula
Lovell (All
Superintendents)

CASHIERS
Eaton
Greeley
Windsor
Fort Collins
Loveland
Longmont
Sterling
Brush
Fort Morgan
Brighton
Scottsbluff
Gering
Bayard
Billings
Missoula
Lovell (All
Cashiers)

TRAVELING ENGINEERS
Eaton
Greeley
Windsor
Fort Collins
Loveland
Longmont
Sterling
Brush
Fort Morgan
Brighton
Scottsbluff
Gering
Bayard
Billings
Missoula
Lovell (All
Traveling Engineers)

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C 27153

Denver, Colorado, March 6, 1918.

Mr. R. K. Marsh, Vice President,
Denver, Colorado.

Dear Sir:

In accordance with your request, we have made up the attached report on a proposed employment department. In this we have tried to cover the experiences of other large companies, and have in most cases expressed the opinions of those who have made a study of employment problems, rather than our own. As the labor problems of Eastern companies are in many cases different from ours, we would not recommend the procedure used by some of these concerns for our company, but we are heartily in favor of an employment department which can study our particular problems. Further information regarding specific employment departments is given in my report on Eastern trip, dated July 16, 1917.

A few figures as to our labor turnover may be of interest. The following table shows the number of men discharged and quitting our employ during the 1917-18 campaign. These figures are final for all factories.

1917-18 Campaign

	Number of Employees	Number Men Quit	Number Discharged	Total Number Leaving	Labor Turnover
Eaton	267	259	47	306	114.61%
Greeley	316	128	29	157	49.68
Windsor	315	222	45	267	84.76
Ft.Collins	663	310	58	368	55.50
Loveland	566	453	29	482	85.16
Longmont	587	345	5	350	59.63
Brighton	401	199	3	202	50.37
Sterling	397	294	34	328	82.62
Brush	278	224	86	310	111.51
Ft.Morgan	286	41	106	147	51.40
Scottsbluff	561	330	-	330	58.82
Gering	422	344	14	358	84.83
Bayard	431	645	72	717	166.36
Billings	651	432	-	432	66.36
Lovell	245	140	-	140	57.14
Missoula	336	146	-	146	43.45
Total	6722	4613	677	5290	75.80

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There is a very large variation between factories in the number of men leaving, ranging from 49% of the normal crew at Greeley to 166% at Bayard. It is therefore very evident that great improvement can be made in our present method of hiring men.

Authorities who have analyzed the cost of replacing a man of no special training, such as a laborer or unskilled operative, estimate this cost to be at least $30.00. If we assume that the cost is only $10.00 per man, the cost of replacing men quitting and discharged during the past campaign is about $50,000.00.

As to permanent employees: On October 31, 1916, I obtained a list of all the men at the factories, who had been in the continuous service of the company for two years or longer. There were 478 men in this list, including such men as superintendents, master mechanics, assistant superintendents, foremen, chemists, cashiers, mechanics, etc. On comparing this list with our insurance records, I find that 77 of them had left our employ by January 1, 1918, fourteen months later. I think this shows a very serious loss of high grade men, who had already demonstrated that they were not "floaters" by staying with us two years and longer. Of course, the total number of so-called "permanent" men leaving during this period, for example those who had been with us only one year, is probably considerably more than 77, but we have no figures on this. It should be of great value to know the main reasons for which these men left; whether due to wages, working conditions, or other causes. This would be one of the duties of the employment department. Only two or three of the above mentioned 77 men left to go into military service.

It is probably not necessary to make specific recommendations at this time, beyond recommending that a man with special experience and training in employment methods should be engaged as employment manager, in case this office is established.

Yours very truly,

(Signed) H. W. Dahlberg,

H.W.D/NB--Enc. Statistical Department.

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THE NAME. Whatever name is generally given to that department which is delegated to handle employment and industrial problems, there is no misunder - standing of the meaning when the designation "Employment Department" is used. This term is, however, a misnomer, as such a department has performed but a small part of its task when it has limited its service to employment of the working and executive force. This single function is not to be considered lightly, for it is of utmost importance, and is in itself an art, if not a science. But the most ideal selection is valueless without proper vigilance and supervision afterward. "Personnel Department" and "Labor Department" are terms sometimes used. The name should indicate a democratic spirit, for the success of the department depends upon the way it is accepted by the working force; and interviews must be free from all restraint.

THE PURPOSE. The primary purpose of the department is, of course, to secure labor and a complete working organization. But it must go much farther than this. A labor agency can usually supply adequate numbers, but anyone is familiar with the results of this class of labor. The first purpose is then to supply a class of labor which is properly suited to the individual needs of the industry, and which shows a reasonable certainty of being a permanent force, thereby raising the standards of the working organization, and reducing "turnover", a costly practice. This includes proper placement within the organization, and a great deal of detail which will be described later. Because of the nature of this department, it is best suited to handle all welfare work, and it usually serves this purpose. A third purpose of prime importance is to act as a clearing house for misunderstandings and grievances between workmen and foreman; a court of last resort where cases can be handled without prejudice. This leads to the discovery of weaknesses within the organization. All purposes which could be mentioned should be served with one idea in mind, increasing industrial ef - ficiency, and reducing "turnover".

DUTIES AND SCOPE. The duties of the department are as varied as the number of the undertakings. But while the methods used are not necessarily similar, all work to the same end. The recognition of the value of an employment department has become general among the large industries within recent years. The Federal Government in Washington took the initiative in its selection of employes for the civil service. The example was followed by the railroads, and today a canvas of miscellaneous industrial organizations of over $1,000,000.00 capitalization will show that approximately 60% have realized the necessity of placing the responsibility of employment problems in capable hands.

In organizing a new department, the first problem is to organize a source of supply. There are several common sources of more or less merit:

1. Labor Agencies
2. Those who Happen to Call Looking for Work
3. Those recommended by a Third Party
   (a) By an employee
   (b) By an outsider
4. Miscellaneous Written Applications
5. Advertising or Scouting

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These must be studied carefully so that the greatest reliance can be placed in sources of highest merit. Those recommended by an employee are generally found to be most reliable, as an employee hesitates to jeopardize his own rating by recommending an unreliable friend, and vice versa the one so recommended has an inducement to make good. This source can often be cultivated to good advantage. The sources of supply should always be organized in anticipation of the demand. The demand for men should then be made as far in advance of requirements as practicable, and should be made in the form of a regular requisition similar to that used for materials. The specifications on this requisition should be com - plete in every detail in order to guide the employment manager in proper place - ment, thus avoiding later transfers.

Personal interview is almost invariably considered essential to a scientific selection. A capable employment manager can gain a remarkable amount of valuable information regarding an applicant's fitness by judicious question - ing. Special adaptability to certain tasks may be unconsciously shown, and un- guarded answers may disclose facts which would render a candidate totally unfit. These talents and weaknesses are generally concealed in a written application.

To secure full information, the applicant must be put at once at his ease. A cordial reception, courteous treatment, and a few irrelevant remarks about the weather or current topics usually accomplish this. For the recording of information, an application form should be used. This should be a single sheet or card and very concise. A sheet 8" x 11" is convenient, or a card 5" x 8"; either of which can be placed in a compact file. The questions on this should be prepared only after much study, and be suited peculiarly to give in - formation of value to the industry in question. During the interview the candi- date should be given full information as to the nature of the work, the policies of the company insofar as he will be concerned, his relation to his foremen, and to the employment manager, possibilities of promotion, bonus schemes, and any - thing else of value to him. Furthermore, he should be encouraged to ask questions which would familiarize him with his future relations, for he is apt to feel self-consciousness or embarrassment, and refrain from obtaining infor - mation which would complete his full understanding at the commencement of his employment. During this discussion, special impressions may be noted under the "remarks" blank on the form. The applicant should in any case be notified as to his acceptance or rejection. It is usually considered preferable to let the decision on his employment wait a short time, during which both parties may have time to think the matter over. This is especially true of skilled labor.

The idea of mental or psychological examination, or special tests to determine special fitness for certain tasks has not gained much ground, and is not universally endorsed, although certain companies praise these methods very highly. The physical examination, however, is practically inseparable from the employment bureau, the country over, and is used even more extensively. The evidences of its value are everywhere apparent, and it is seldom condemned. This should be given by a physician retained by the company, on whole or part time, for the purpose. Experience has shown that very few employes resent this, and most of them are highly enthusiastic in its praise. The advantages of the ex- amination are that it:

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1. Insures a Better Grade of Workmen
2. Keeps the Plant Clear of Epidemics and Contagious Diseases
3. Insures Higher Production due to Greater Physical Endurance
4. Reduces Labor Turnover
5. Reduces Time Lost because of Accident and Illness
6. Prevents Claims for Accidental Injury Incurred previous to Employment
7. Raises Intelligence of Workers in Regard to Personal Hygiene

These examinations have revealed remarkable facts in numerous instances, which would have worked to the detriment of the employer and employe alike. A great many applicants for heavy work have shown hernia. Advice as to an operation, or a properly fitted truss, and placement on lighter duties have often made these men useful for a great many years. Cases of diseased and uncared for teeth, causing indigestion and headache have been numerous. Free medical advice has improved the health, and saved much lost time. Uncorrected defective vision is a common ailment. These things and many others, when corrected have improved the general standard of health, reduced the time lost, due to sickness, and in some cases reduced the accident insurance premiums, for a physically impaired worker is more susceptible to accident than a healthy one.

In response to a questionnaire sent to a variety of industrial corporations, asking for the five most essential characteristics which an employe should possess, the great majority reported as follows:

1. Health
2. Honesty
3. Ability
4. Industry
5. Knowledge

Almost invariably "health" was the prime requisite.

The medical examination often discloses further the three great causes of failure:- "Gambling, Drink, and Immorality", as one will naturally be more frank in consulting with a physician than anyone else.

Candidates manifestly unfit are rejected at once, and subsequent replacement is obviated. For the greatest success with medical examinations, a program of subsequent supervision should be inaugurated, but that is not within the scope of the employment department.

When the applicant has been finally accepted, the employment department should take him around the plant, acquaint him with his new surroundings, the location of lockers, dressing rooms, toilets, lavatories, and baths, and make him acquainted with his fellow workers and foremen. A little attention at this time is most helpful and encouraging. The first day in a new environment is something one never forgets. During this excursion, many helpful hints can be given, among which might be mentioned freedom in consulting the employment department for a fair adjustment of grievance, and the importance of giving ample notice in case of closing employment. That should be insisted upon. If the applicant is required to show that he has given due notice to his <u>previous</u> employer, he will sense the fairness of his present superiors, and in many cases

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feel a moral responsibility to deal fairly with them.

"There can be no sound organization where questions affecting the working force are relegated to a subordinate or treated as a mere incident in a business enterprise".- Meyer Bloomfield in Industrial Management.

The next thing of importance for the employment department is to keep a personal record of every employe. This record should be on a form easily filed, and should contain a complete record of his service, commencing with his acceptance and terminating only with the termination of his employment. This record is invaluable in passing upon new rates and promotions, as its accuracy is superior to memory and mental impressions.

Employment managers are often given the sole power to discharge an employe. Many complications were anticipated in so radical a change, such as lack of discipline when the foremen no longer had this autocractic power, and resentment of the foremen. Fortunately very little such trouble was encountered, and the foremen are now, themselves, generally enthusiastic over the new arrangement. It puts the power of discharge in capable hands, where there is freedom from bias, and gives an opportunity to transfer dissatisfied men to places better suited to them , generally resulting in very few discharges. Furthermore, it provides an opportunity to investigate causes of complaint, which are often found just. Knowing that an unprejudiced hearing will be given him, an employe will seldom come to voice a complaint unless he has real reason. In such case, conditions can be improved. Needless to say, such cases are always treated in strict confidence, and the relations between foreman and employe need not be altered.

ADVANTAGES. The delegation of the highly important task of employment to a manager especially adapted to handle such work is certain to result in greater satisfaction among the working force. When the foreman assumes this responsibility, he is called away from his work, usually at the beginning of the shift, to make his selection from chance callers at the door. At this time it is especially necessary that the foreman be attending to his regular duties. Furthermore, he cannot be expected to be highly proficient in the selection of men. Usually he has little time to spend in making a wise choice, and the result is that a mediocre grade of workers is secured, who go to work with a very incomplete understanding of what is expected of them. Such a condition can only result in frequent replacements and much dissatisfaction. With a department in charge of this work, the responsibility of hiring and discharging is clearly defined. Also the underlying causes of unrest can be studied and remedied. When agitators are found in a working organization, they are usually discharged. If there be a cause for the agitation, harmony can never be secured by continuing the policy of firing the trouble makers.

A committee appointed by the chairman of the National Association of Corporation Schools to investigate labor turnover reported five fundamental considerations to reduce it. They are:

1. Scientific Selection of Men
2. Scientific Education and Promotion
3. Diffusion of Responsibility
4. Adequate Recognition and Reward for Work
5. Democratic Working Conditions

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Other writers have repeatedly emphasized the importance of the third consideration, that of placing responsibility as the only means of securing co-operation.

EXPERIENCES OF OTHERS. Fifty inquiries were sent out by the National Association of Corporation Schools, requesting information about employment problems.

32 Made use of an Employment Bureau
41 Kept Personal Records of Each Employe
24 Studied the Personal Characteristics of Employes
5 Reported that Trade Unions affected Their Systems of Gradation and Promotion.
9 Showed Power to Discharge placed with Employment Manager
41 Did Not Delegate This Power but Gave Employe Power to Appeal His Case
38 Investigate the References which are Furnished by Applicants
19 Use a Man Trained in the Business to Select Men
9 Use a Man Trained Outside the Business to Select Men
9 Have no Employment Man
27 Examine Employes Physically
23 Make Periodic Physical Examinations
31 Employ a Trained Nurse
No Definite Action was taken to Acquaint Employees with possibilities for promotion. Outside Labor agencies were not highly considered.

Two years later (April 1917) another questionnaire was sent out to 37 firms which employ an aggregate of 66,000 men. The replies showed that only 56.6% of these used an application blank. The general opinion was as follows:

The best source of employes is among the friends of the present employes. The application blank should not be standardized for all industries, but should give the information most desirable to each industry in question.
Personal interview is essential.
Impressions gained during the interview are of great value, and these should be noted on the application form, especially in regard to the following characteristics:

(a) Willingness to Work
(b) Knowledge of the Work
(c) Probable Activity
(d) Probable Initiative
(e) Probable Loyalty
(f) Courtesy
(g) Sobriety
(h) Booster or Knocker
(i) Unwillingness to Improve
(j) Stability

Thirty firms were asked if they followed up the references furnished. 43.3% replied in the affirmative. The general opinion was that much reliance should not be placed on them. If an applicant is honest, he is apt to furnish a good recom-

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mendation regardless of his ability. Frequently a man with an indifferent record in one organization will be highly successful in the next. The success, which commonly follows a policy of transferring men between departments until a place where they are adaptable is found, is evidence of the fallacy of selection based on previous record. Any scheme of selection fails unless the employment department is furnished with advance notice of the requirements in the majority of cases.

The Dennison Manufacturing Company created an employment department to improve their industrial relations. They first made a careful study of the requirements, physical and mental, for each task within the organization. Specifications were drawn up for each department. Persons of a certain height were required where considerable stooping was necessary. For quick hand work, small hands with slim fingers were found to be most adaptable. The department engaged only such persons as were shown to be adapted, and saw that they then had adequate instruction. When such an employe did not develop well, as shown by the personal record card, he was transferred to another department instead of being discharged. This materially reduced the labor turnover. They noted heedfully all reasons given for ceasing employment, and took steps to eradicate the common causes. Unless entirely impractical, they require several days advance information on labor requirements. They enforce a rule, also, that when a prospective employe leaves another organization to work for them, he gives his previous employer several days' notice of his intention. Their own organization, knowing this, then feels in honor bound to give the same consideration.

Fayette R. Plumb, Inc., manufacturer of tools, has one of the best employment departments on record, apparently. This was formed in July 1916. They saw the need of putting the best men in the organization in charge of the work. William Plumb, who was then Assistant Superintendent of the largest factory, was chosen as one member, because of the respect his employes all held for him, and because of his intimate knowledge of working conditions and requirements. The Auditor of the company was made the other member, so that the cost end could be properly handled. These two men acted jointly as managers of employment. After eight months they reported the following accomplishments.

1. Developed a Bonus System, paying a bonus for punctuality, and a bonus for maintaining the standard of a good workman. Lost time became almost negligible, and the amount of spoiled work was materially reduced.

2. They reduced the working hours from 57-1/2 to 52-1/2 per week, with no reduction in pay. The production of the entire plant actually increased 10% with the shorter day.

3. A number of complaints, referring to a common cause, led to an investigation of one particular department. They installed floor drains, provided good light, and eliminated a "fussy" foreman, who had been going about with a chip on his shoulder, and who spent most of his time doing clerical work. The production of this department increased 84% under the improved condition.

4. They interview every man who quits to learn the cause.

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5. They have made many transfers within the departments to eliminate the "square pegs in the round holes."

6. Decreased the working force 10%, reduced working hours 9%, and increased production 10%.

7. Show indirect benefits. For instance, there have been no strikes, and no walkouts or lockouts. Previously one whole department made certain demands, and gave one hour for consideration. The matter was not even understood by the executives when the hour was up and the men walked out. Since this department has gone in, three requests have been made, but in a spirit of fairness, and the men have remained at work until a just decision was reached.

The Ford Motor Company employed a steady force of 14,000 men in 1913. To maintain this force it was necessary to hire 52,455 men during the year. 50,488 left the employ of the company during the same period. They estimated the cost of breaking in one new man at $70.00. The total cost was therefore very great. An investigation led to the conclusion that long hours, low wages, and bad home conditions were responsible. They at once reduced the hours, increased the wages, and appointed a welfare committee. They took the power to "hire and fire" away from the superintendents, and placed it with two men in the welfare department. During 1913, 8000 men were fired by Superintendents. During 1914, under the new scheme, only 27 were so discharged from a force of 20,000. The reduction in turnover was from 300% a year to 18% a year. Mr. Ford says his scheme is not copyrighted; that he discovered that a close relationship exists between what is right and what is good business; that it paid him to deal generously with his employes; that he did not anticipate increased personal efficiency; and that he intended to increase his force rapidly, whereby more men could enjoy the benefits of his organization, but that the personal efficiency was so decidedly increased, that the increase in the force was rendered unnecessary.

EMPLOYMENT OF OLD MEN. Statistics show that the highest percentage turnover among men occurs at the age of 22 to 23 years. Then occurs a dropping off with another high mark at 27 to 28 years. After 35 years the turnover falls rapidly, as men at that age become more settled in their life work. Commercially it appears that men between 35 and 50 are a better investment than men between 20 and 35. Young men are also found to be more susceptible to accidents, and are less regular in their habits. Giving older men a chance seems to be good business as well as right.

WOMEN IN INDUSTRY. The Wagner Electric Manufacturing Company of St. Louis employs about 500 women, and describes their experience in "Industrial Management" magazine. The entire factory is open and well lighted. There are no concealed corners or dark passageways. Even the offices are enclosed with clear glass. Racks and stock rooms set at right angles to the main aisle, so there is an unobstructed view of every corner. Stools with backs are provided, and there are foot rests at every bench. Only girls between 16 and 22 years of age are taken. They must be of modest appearance, and must never have been married. A matron is in constant charge. She is also unmarried. A dispensary is provided where a nurse is in constant charge.

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The girls are required to wear a uniform waist and apron of fadeless blue chambray, which is provided by the company at cost. This regulation relieves all jealousy and gossip. They are allowed to wear what they choose Saturday forenoon, as they may wish to go down town from work for the afternoon.

Foremen are placed on their honor not to engage a girl in conversation out of hearing of others, and this unwritten rule is always observed.

They consider girls superior to boys, but inferior to men, and cheaper than either.

They cater to the innate neatness and delicacy of women by painting the machines with a white oil proof enamel. They say a black machine induces pessimism. They encourage marriages among the force, and are proud of the number that take place. The girls know the men at work, their approximate earnings, the possibilities of promotion, and the regard in which they are held by their fellow workers.

It is suggested in "Industrial Management" (Nov. 1917) that to use women successfully in industry, manufacturers will have to provide:

1. Clean, Wholesome Living Conditions
2. Healthful Working Conditions
3. Inducement for the Women of the Community to Apply for Work
4. Simplified Operations (By dividing Complicated Tasks into Small Integral Parts).
5. A force of Competent Instructors

It is suggested that a woman's contentment in industry depends:

One-Third on Wages and Working Conditions
One-Third on Living Conditions
One-Third on Amusement

Wholesome recreation should be provided.

CONCLUSIONS. Judging solely by the experience of others, it would appear that an employment bureau would go a long way toward cementing industrial relations in our industry; that it would reduce our turnover; and that while it would benefit both employer and employe, it would prove to be good business rather than philanthropy.

In the above descriptions, direct referenceshave been largely avoided, because of the multiplicity of experiences reviewed to secure the data. The assertions are all based on the experiences of others, however, which are shown principally in the year books of the National Association of Corporation Schools for the past five years, and in the "Industrial Management" Magazine files. In the latter part of the report, detailed reference is made to a few individual organizations.

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A tabulation of the percent turnover by stations for the 1917-18 campaign follows. This does not include any men laid off, due to the ending of the campaign. It shows that high turnover is common to certain occupations, especially where more or less unskilled labor is employed. It shows further that our skilled workmen are leaving and being replaced too frequently for our common good. The stations of highest turnover are as follows:

	Number Men Employed	Percent Turnover
Sweepers	281.48	277.0
Moving Storage Coal	32.64	165.2
Lime Kiln Men	267.18	156.0
Saccharate Pressmen	143.28	150.6
Centrifugals	272.26	130.1
Coal Passers and Ashmen	75.73	129.6
Warehouse Men	288.91	128.0
*Beet Washer Men & Elevator Men	234.92	115.3
Diffusion Battery Men	282.86	112.4
Flumers	189.31	109.8
Third Pressmen	118.89	105.2
Carbonation Pressmen	294.61	98.0
Total Operating	4228.65	97.8
" Maintenance	352.75	61.9
Grand Total	6667.42	75.8

*Includes Picking Table and Beet Scales.

Many of the employees in the stations of highest turnover are unskilled and of the transient type, but even these are of greater value after they have become accustomed to their work. Evidence of disinterested work was frequently apparent during the last campaign in such cases as leaky saccharate presses, poor packing of the cossettes in the battery, and poor centrifugal work.

A careful study of the causes of unrest should show us wherein certain stations are undesirable from a workman's standpoint, and lead to maintaining a more permanent force and a more satisfactory grade of work.

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LABOR TURNOVER - 1917-18 CAMPAIGN - PERCENT BY STATIONS

Factory	Receiving Beets At Factory	Receiving Beets At Stations	Beet Laboratory	Supts. And Assistants	Foremen	Laboratory Employees	Boiler House: Foremen	Boiler House: Firemen	Boiler House: Coal Passers And Ashmen	Boiler House: Water Tenders	Lime Kiln: Foremen	Lime Kiln: Others
Eaton	48.9	.0	22.8	.0	.0	92.9	.0	160.3	54.9	50.5	50.0	113.6
Greeley	97.2	71.9	41.5	.0	25.4	25.5	.0	53.5	145.9	.0	.0	112.3
Windsor	32.7	.0	.0	20.0	.0	82.6	.0	22.4	119.2	.0	.0	69.1
Ft.Collins	12.5	5.7	180.6	.0	11.3	41.5	.0	78.1	.0	.0	.0	173.5
Loveland	.0	39.3	138.0	18.2	.0	5.1	.0	.0	.0	.0	.0	170.6
Longmont	144.4	5.8	52.7	14.3	.0	48.0	.0	.0	66.7	.0	.0	231.4
Brighton	.0	.0	.0	.0	49.2	70.2	50.0	50.0	92.6	.0	.0	98.5
Sterling	284.3	8.8	.0	.0	12.2	109.4	.0	61.3	45.1	.0	.0	72.6
Brush	64.2	27.3	216.1	.0	31.2	90.3	50.0	150.0	275.5	50.0	.0	146.7
Ft.Morgan	115.1	.0	.0	.0	11.6	13.2	50.0	50.0	16.9	.0	.0	72.5
Scottsbluff	.0	.0	48.1	.0	.0	59.1	.0	25.3	69.1	.0	53.0	100.9
Gering	63.3	87.4	104.4	.0	.0	72.2	.0	238.0	222.2	98.0	49.3	399.0
Bayard	192.4	198.8	.0	.0	27.5	164.0	.0	92.2	234.6	50.0	.0	393.5
Billings	.0	.0	29.0	.0	.0	80.0	.0	112.2	180.0	50.0	.0	37.5
Missoula	61.5	40.4	.0	15.1	.0	15.0	.0	.0	184.9	50.0	.0	45.0
Lovell	142.0	4.6	.0	.0	20.6	24.2	50.0	50.0	-	.0	.0	79.1
Average	70.7	17.3	62.6	4.8	10.6	61.4	12.5	71.1	129.6	25.2	9.5	156.0
Total Number Men Employed	210.59	635.90	270.08	83.93	122.18	311.30	31.85	77.39	75.73	27.79	31.71	267.18

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LABOR TURNOVER - 1917-18 CAMPAIGN - PERCENT BY STATIONS (CONTINUED)

Factory	Enginemen	Electricians	Pummmen	Oilers	Fluming Beets	Trash Catchers	Beet Washer And Elevator	Cutters & Knife Sharpening	Diffusion Battery	Crushers	Mills	Coolers
Eaton	.0	.0	.0	.0	205.9	145.5	131.0	64.2	354.2	-	-	-
Greeley	.0	.0	.0	22.5	11.7	38.3	128.5	55.8	66.2	-	-	-
Windsor	50.0	.0	50.0	129.0	47.4	.0	120.7	58.3	94.7	-	-	-
Ft.Collins	.0	.0	.0	10.4	43.2	.0	87.8	22.5	57.6	.0	.0	35.4
Loveland	.0	.0	66.7	36.9	89.8	178.6	79.6	48.1	148.5	.0	50.0	22.5
Longmont	.0	36.4	50.0	37.5	68.1	.0	75.0	28.6	35.7	.0	200.0	20.0
Brighton	50.0	.0	22.2	20.0	76.3	.0	63.2	121.4	78.6	-	-	-
Sterling	24.8	.0	.0	49.1	232.2	154.6	40.1	24.7	36.3	.0	.0	23.5
Brush	.0	.0	50.0	207.0	291.0	78.7	114.7	74.2	132.0	-	-	-
Ft.Morgan	.0	.0	.0	.0	86.8	.0	63.8	28.3	51.6	-	-	-
Scottsbluff	16.8	.0	79.0	50.0	92.8	.0	100.5	7.5	100.4	.0	50.5	52.1
Gering	16.7	115.8	.0	35.0	120.0	55.1	265.5	80.3	121.1	504.0	181.9	52.3
Bayard	96.1	43.0	212.5	76.2	370.6	100.0	329.8	178.8	313.5	-	-	-
Billings	25.4	41.5	155.3	57.5	65.5	.0	58.8	80.5	90.3	.0	.0	97.6
Missoula	25.0	.0	.0	30.5	68.3	30.7	21.8	32.9	58.0	-	-	-
Lovell	.0	.0	-	.0	48.9	656.0	126.2	48.4	80.6	-	-	-
Average	20.7	33.8	49.8	44.6	109.8	42.8	115.3	61.3	112.4	309.5	67.3	64.0
Total Number Men Employed	62.73	32.56	24.11	94.19	189.31	44.39	234.92	184.26	282.86	3.88	13.66	39.05

(CONTINUED)

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PUBLIC ARCHIVES PUBLIQUES
CANADA

LABOR TURNOVER - 1917-18 CAMPAIGN - PERCENT BY STATIONS (CONTINUED)

Factory	Saccharate Presses	Saccharate Mixers	First Carbonators	Second And Third Carbonators	Carb. Presses	Third Presses And Daneks	Sewing And Laundry Machines	Blow-Ups	Evaporators	Pans	Centrifugals	Crystallizers
Eaton	-	-	89.8	.0	173.9	301.6	33.5	.0	.0	47.7	75.8	52.8
Greeley	-	-	34.9	67.1	144.2	16.8	.0	.0	.0	.0	36.0	.0
Windsor	-	-	46.4	.0	125.7	152.0	67.8	.0	.0	.0	155.9	97.0
Ft.Collins	73.7	.0	49.0	48.5	51.6	135.8	14.1	97.1	.0	40.7	114.2	26.5
Loveland	168.0	.0	70.9	.0	77.2	49.0	.0	50.0	48.5	.0	187.4	21.7
Longmont	69.3	50.0	.0	.0	103.3	60.0	25.0	.0	.0	16.7	29.1	25.0
Brighton	-	-	.0	.0	153.1	75.7	.0	.0	.0	.0	46.0	.0
Sterling	224.2	.0	126.3	.0	99.3	22.0	.0	50.0	222.2	41.5	200.4	.0
Brush	-	-	45.1	.0	181.4	144.4	.0	.0	.0	27.2	178.3	106.4
Ft.Morgan	-	-	.0	.0	7.2	101.4	.0	.0	.0	.0	14.5	.0
Scottsbluff	50.1	35.0	.0	100.3	61.9	56.4	81.1	.0	51.3	33.0	130.5	129.6
Gering	54.3	.0	150.4	.0	66.6	81.0	76.4	.0	50.0	21.6	113.8	.0
Bayard	-	-	268.6	100.0	286.8	276.8	334.4	.0	100.4	.0	392.2	281.0
Billings	341.0	53.1	75.9	.0	69.5	90.5	48.0	186.2	.0	16.9	170.1	77.5
Missoula	-	-	.0	.0	57.2	50.9	144.3	.0	.0	.0	55.0	50.0
Lovell	-	-	.0	53.2	62.1	61.0	68.2	.0	.0	30.5	219.5	62.1
Average	150.6	17.3	50.8	19.6	98.0	105.2	59.3	36.6	30.4	19.3	130.1	56.5
Total Number Men Employed	143.28	17.30	55.09	30.65	294.61	118.89	52.32	81.84	29.62	77.66	272.26	49.56

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LABOR TURNOVER - 1917-18 CAMPAIGN - PERCENT BY STATIONS (CONTINUED)

Factory	Melter	Sugar Bins And Granulators	Ware-house Men	Watchmen And Elevator Pilots	Sweepers	Lunch Attendants	Hauling Trash	Moving Stor-age Coal	Total Operating	Total Maintenance	Total By-Products	Grand Total
Eaton	.0	.0	249.2	17.4	543.0	.0	.0	.0	146.3	36.9	.0	115.4
Greeley	50.0	.0	36.2	16.8	64.0	.0	.0	70.3	49.3	14.4	53.8	49.8
Windsor	.0	.0	143.2	14.3	339.0	.0	.0	1580.0	107.4	142.4	.0	84.6
Ft.Collins	84.8	.0	140.8	34.1	390.4	100.0	.0	.0	88.7	49.7	.0	55.5
Loveland	49.2	.0	205.8	12.7	308.2	.0	.0	275.5	112.8	132.0	16.5	85.1
Longmont	.0	.0	166.7	28.6	169.7	.0	66.6	.0	77.0	17.9	.0	59.6
Brighton	50.0	54.1	58.2	14.3	210.4	.0	.0	.0	70.7	61.5	100.9	50.3
Sterling	100.0	.0	112.2	116.7	425.0	.0	.0	.0	110.8	99.8	.0	82.8
Brush	51.0	.0	112.5	.0	524.0	.0	.0	.0	147.2	38.0	.0	111.4
Ft.Morgan	.0	.0	42.3	.0	228.0	.0	.0	282.1	49.7	.0	.0	51.4
Scottsbluff	49.7	.0	115.8	.0	378.0	.0	.0	.0	89.5	39.1	.0	59.6
Gering	.0	.0	96.4	28.6	148.5	113.5	.0	.0	114.5	53.8	21.2	85.0
Bayard	100.4	204.8	258.6	138.5	221.0	.0	200.0	.0	229.4	151.2	176.0	166.3
Billings	43.5	73.2	71.5	26.7	204.3	.0	385.0	92.5	102.0	28.5	.0	66.3
Missoula	.0	.0	33.0	14.3	131.6	.0	.0	126.2	49.7	14.3	43.2	43.3
Lovell	82.3	72.0	112.7	.0	199.1	.0	.0	-	70.9	72.1	.0	57.1
Average	46.2	28.7	128.0	29.4	277.0	7.9	45.9	165.2	97.8	61.9	59.1	75.8
Total Number Men Employed	34.58	45.11	288.91	108.91	281.48	12.68	8.71	32.64	4228.65	352.75	165.83	6667.42

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PUBLIC ARCHIVES PUBLIQUES
CANADA

Rec'd July 5, 1918

SUPPLEMENT TO REPORT NO. 56.

The number of Operating Men on each station (all factories) is here presented in graphic form.

Statistical Department.
June 18, 1918.

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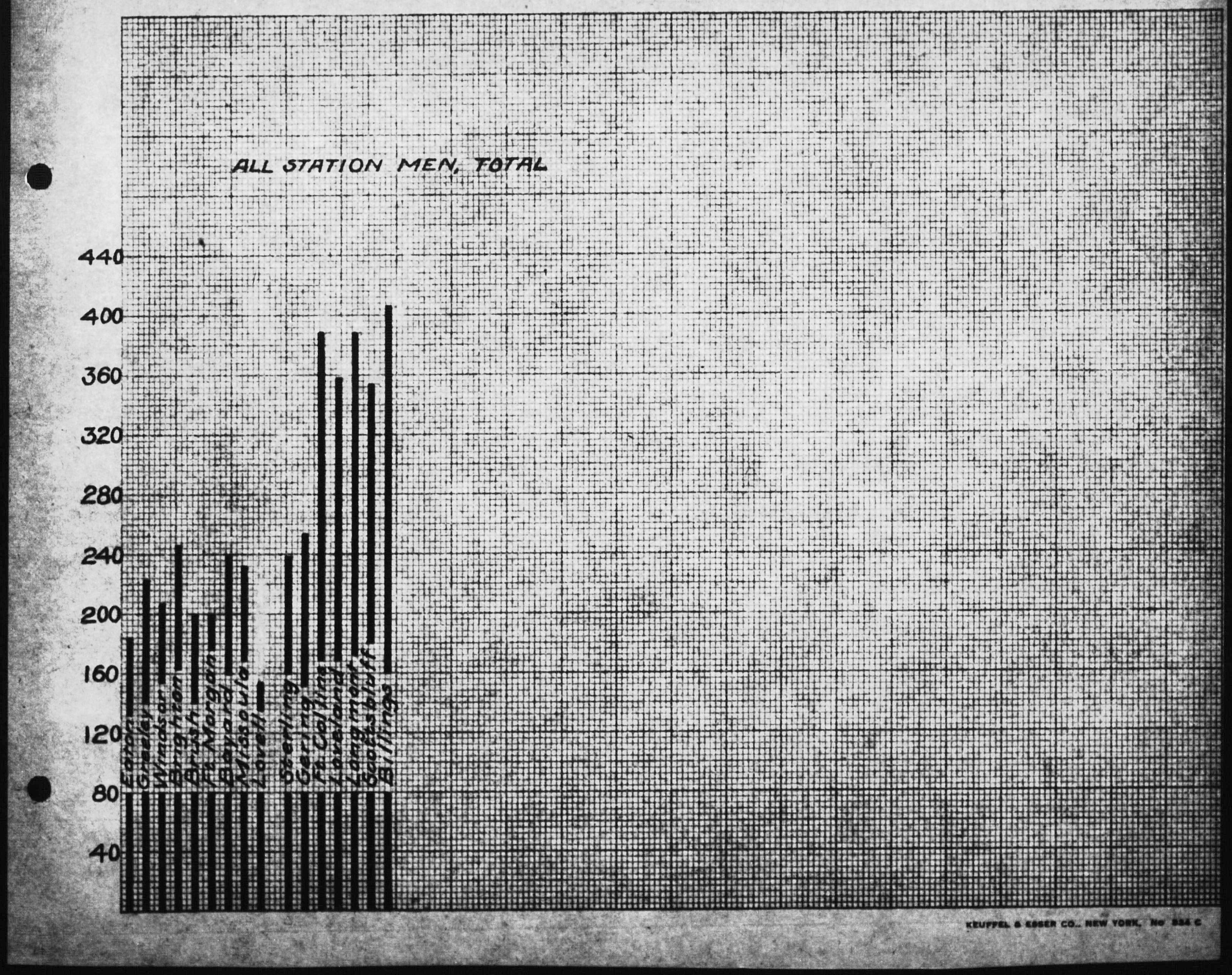
CANADA

NUMBER OF OPERATING MEN

C 27169



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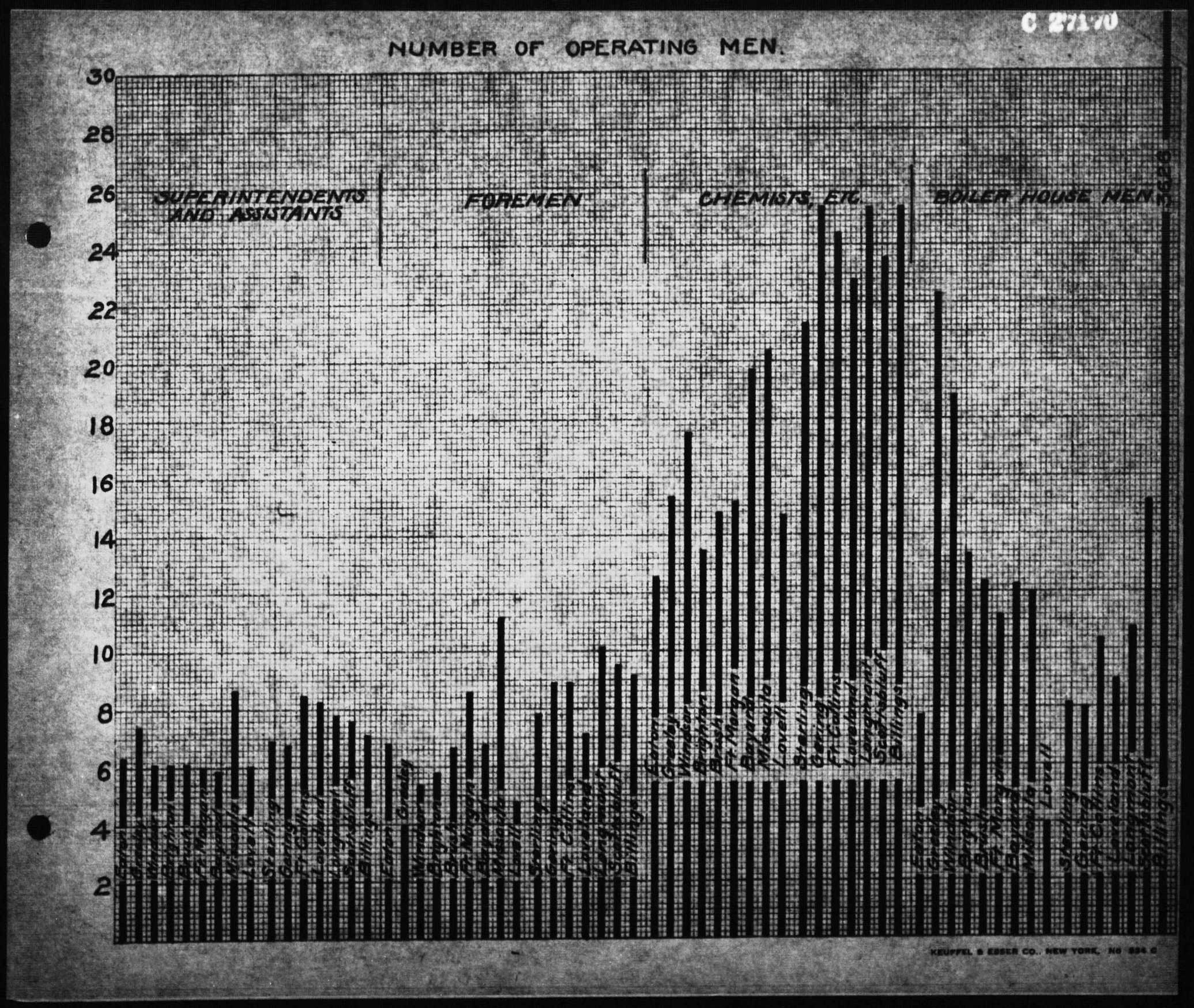
CANADA

C 27170



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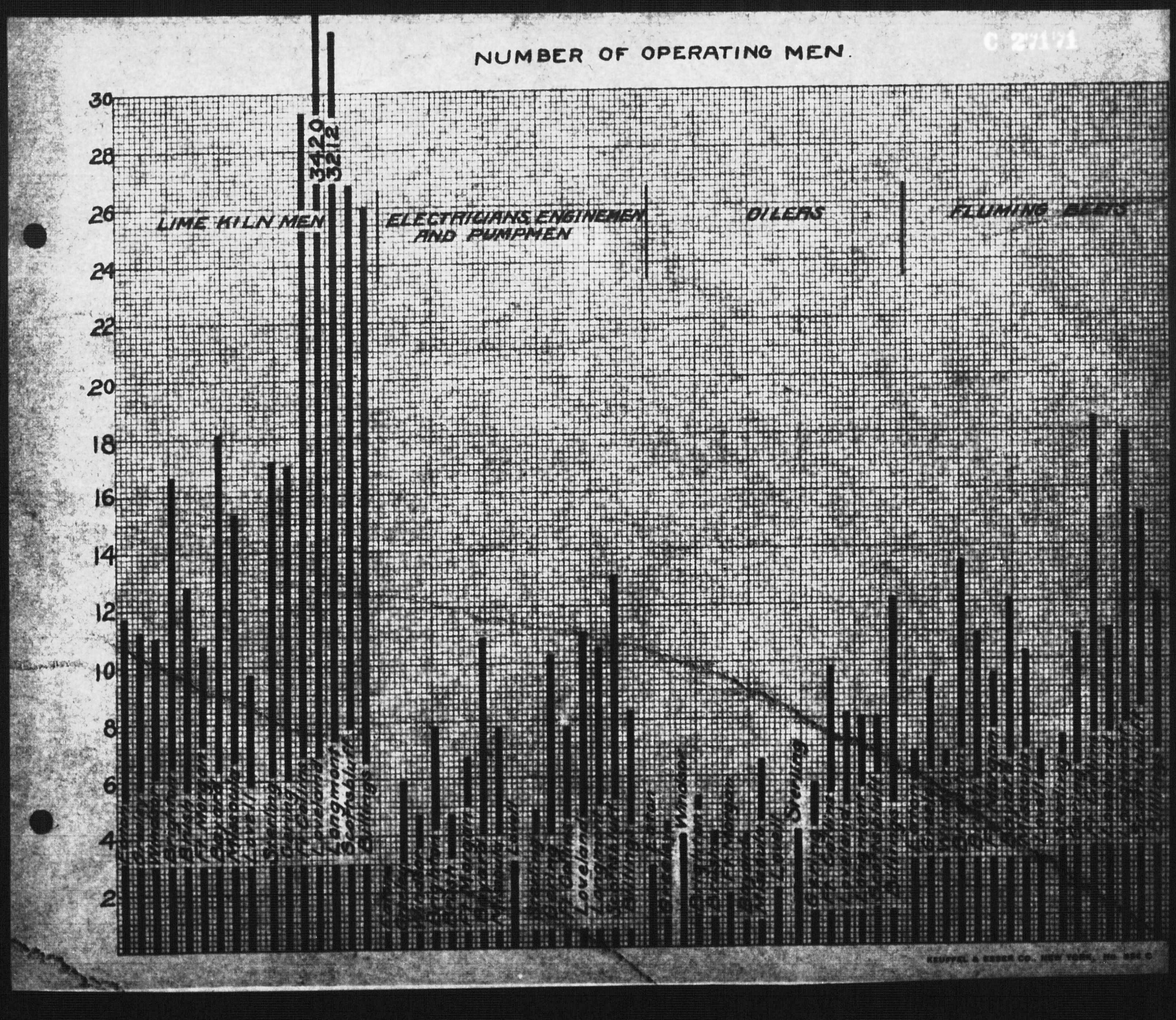

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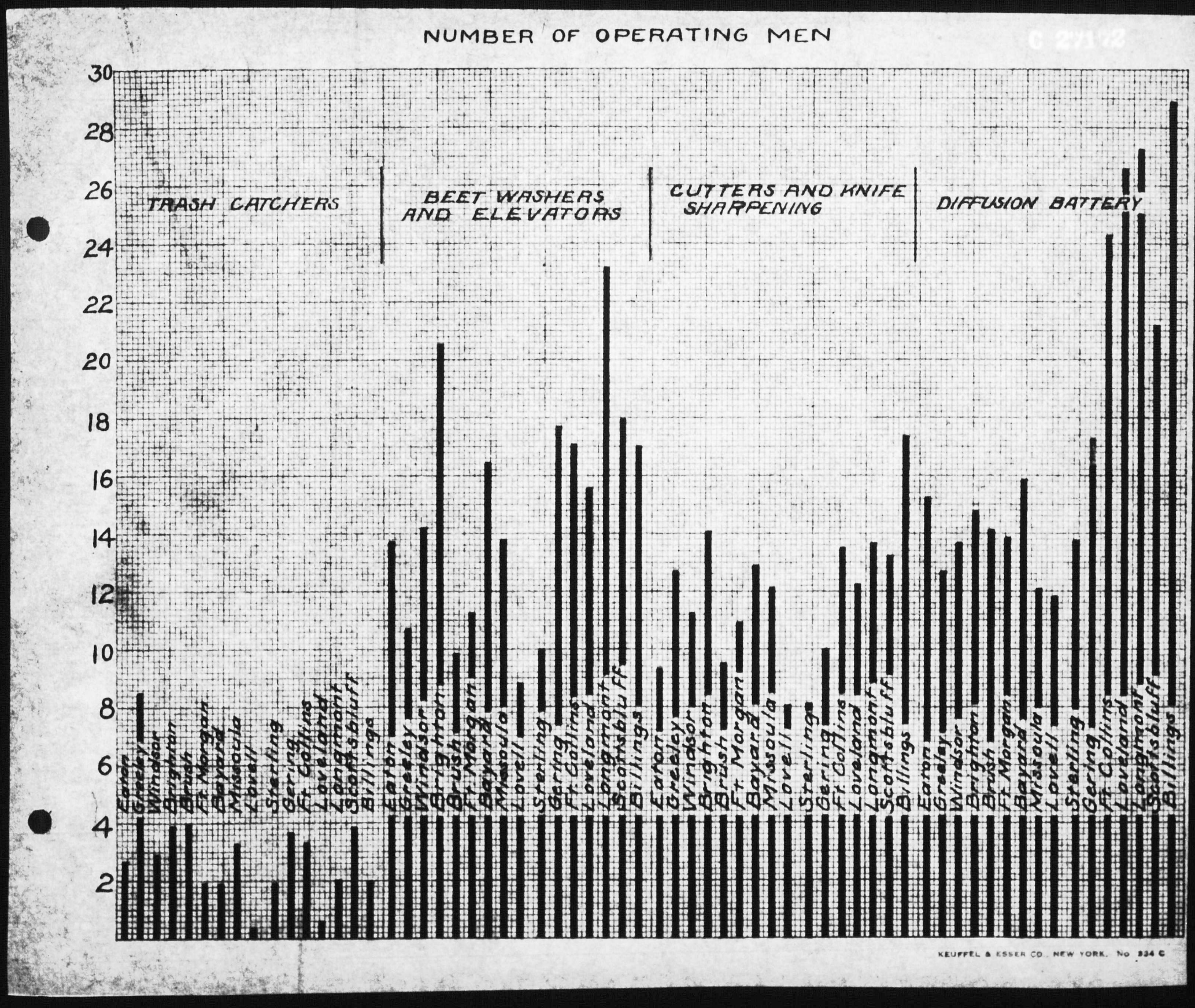

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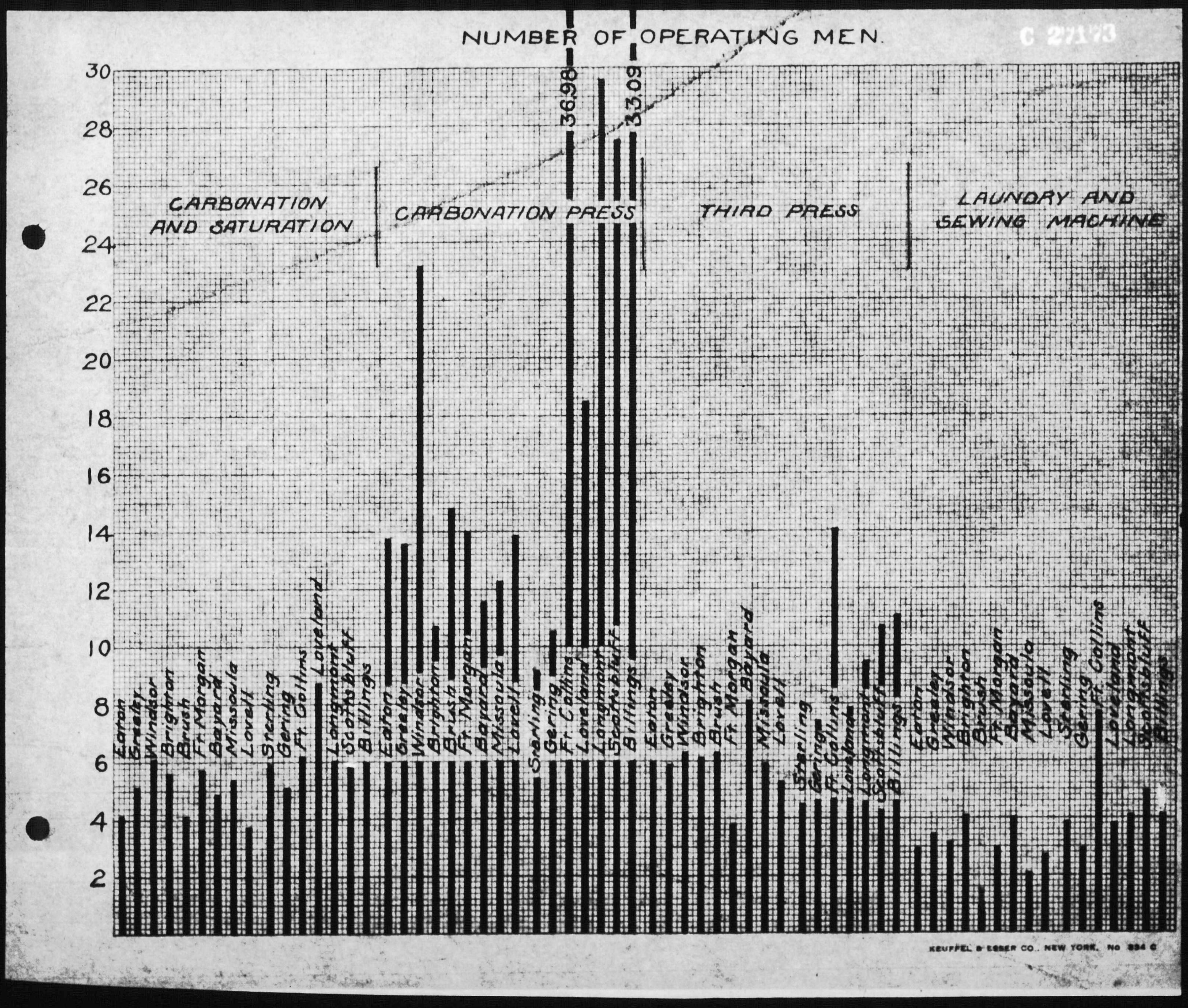

PUBLIC ARCHIVES PUBLIQUES
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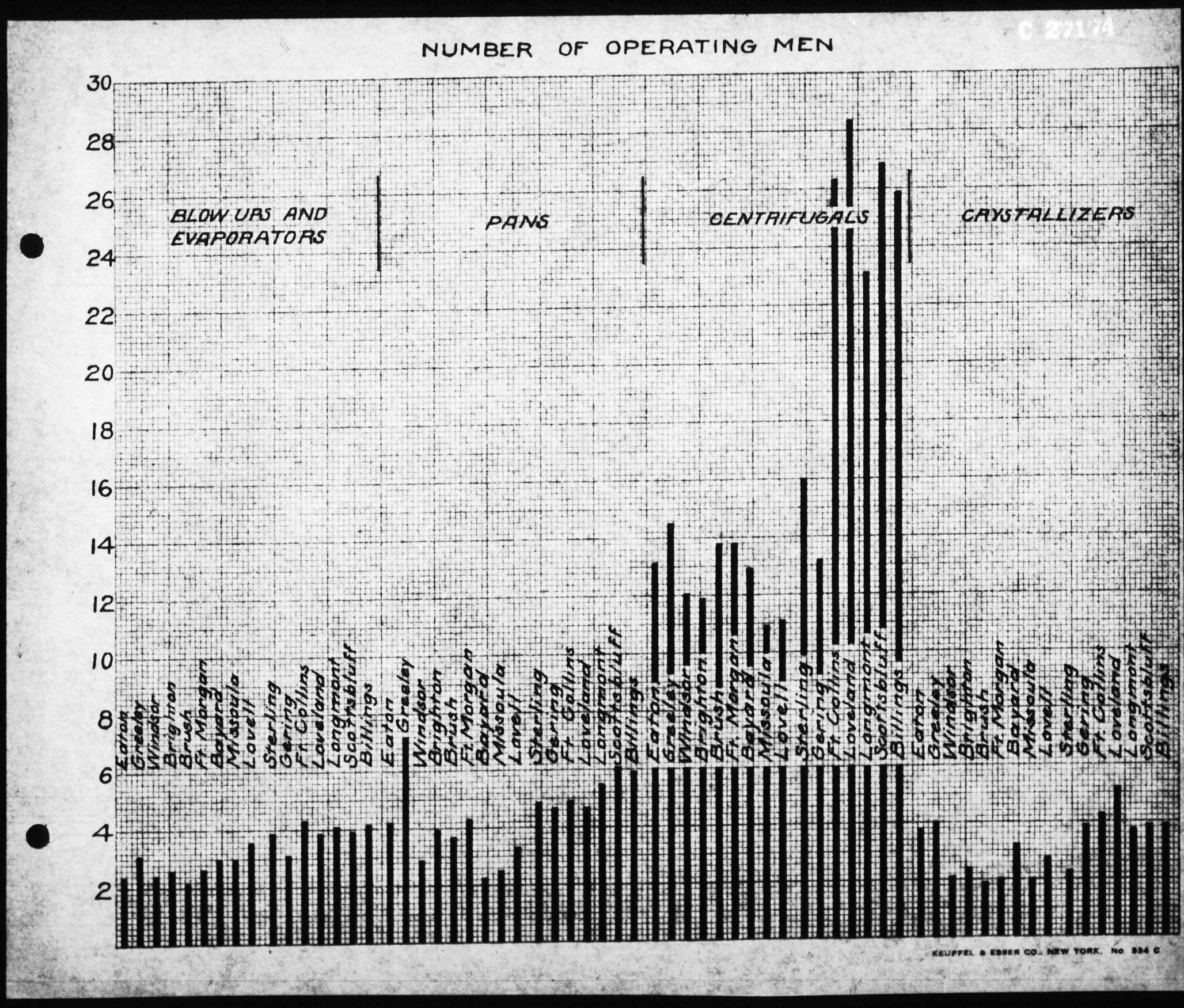
C 27174

NUMBER OF OPERATING MEN



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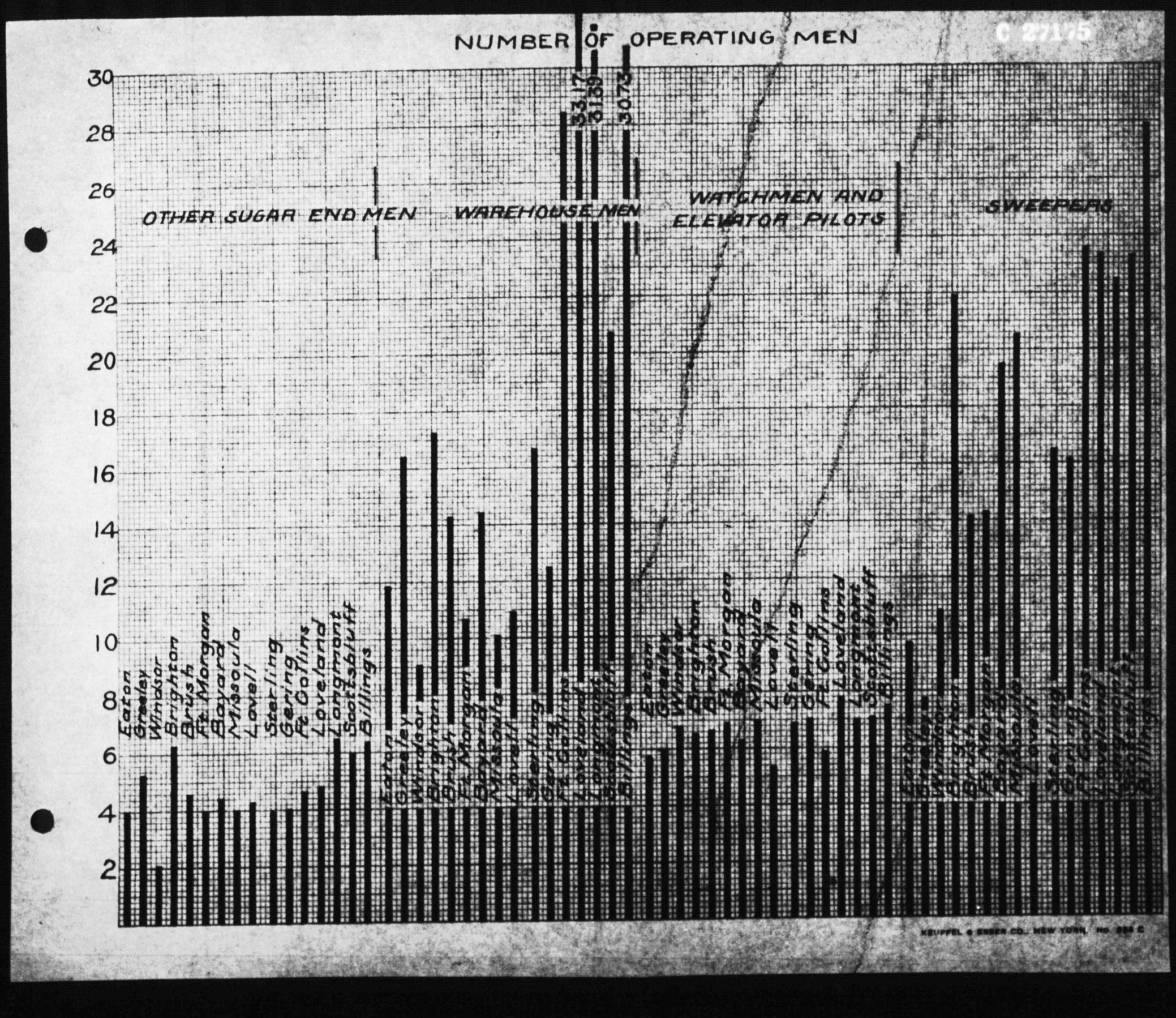

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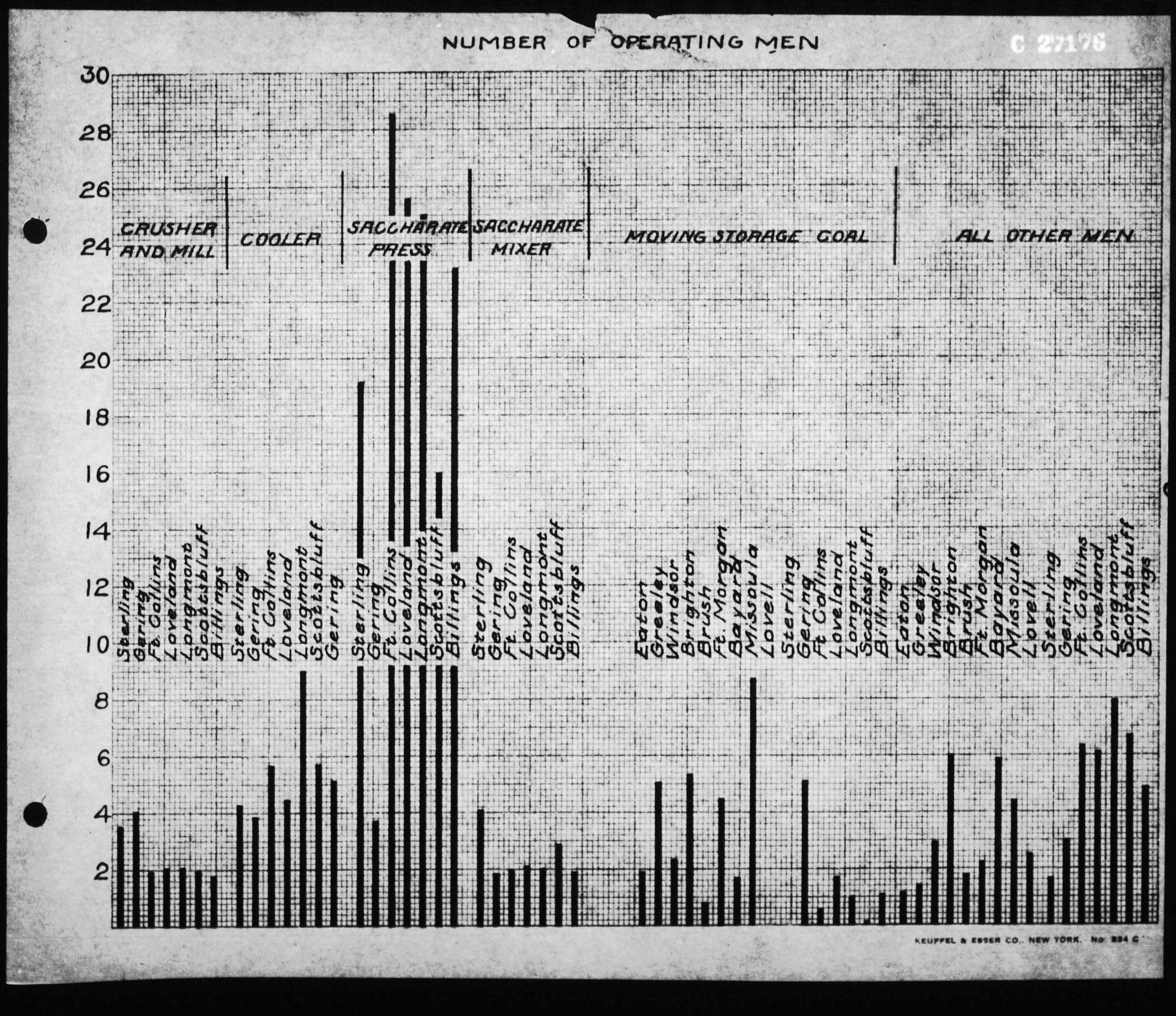

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CANADA

C 27177

Rec'd July 5, 1918.

COMPARISON OF NUMBER OF OPERATING MEN
ALL FACTORIES
1916-17 AND 1917-18

Statistical Department.
Report No. 56.
May 6, 1918.

W. L. Mackenzie King Papers
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PUBLIC ARCHIVES PUBLIQUES
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Copies of this report have been, or will be sent to the persons whose names or positions are checked below:

	MANAGERS	AGRICULTURAL SUPERINTENDENTS	TRAVELING CHEMISTS
Mr. W. L. Petrikin	Eaton	Eaton	Eaton
Mr. R. K. Marsh	Greeley	Greeley	Greeley
Mr. W. L. Lawson	Windsor	Windsor	Windsor
Mr. Edmund Simmons	Fort Collins	Fort Collins	Fort Collins
Mr. S. M. Edgell	Loveland	Loveland	Loveland
Mr. C. W. Luff	Longmont	Longmont	Longmont
Mr. R. M. Booraem	Sterling	Sterling	Sterling
Mr. G. M. Shaffer	Brush	Brush	Brush
Mr. Joseph Maudru	Fort Morgan	Fort Morgan	Fort Morgan
Mr. H. W. Hooper	Brighton	Brighton	Brighton
Mr. S. J. Osborn	Scottsbluff	Scottsbluff	Scottsbluff
Mr. Edwin Morrison	Gering	Gering	Gering
Mr. G. W. Rienks	Bayard	Bayard	Bayard
Mr. F. H. Ballou	Billings	Billings	Billings
Mr. N. L. Chatfield	Missoula	Missoula	Missoula
Mr. W. A. Mitchell	Lovell	Lovell	Lovell
Mr. F. W. Cowell	All Managers	All Agricultural Supts.	All Traveling Chemists
Mr. W. C. Graham			
Mr. C. White			

	SUPERINTENDENTS	CASHIERS	TRAVELING ENGINEERS
Mr. E. R. Griffin	Eaton	Eaton	Eaton
Mr. H. J. Miller	Greeley	Greeley	Greeley
Mr. W. L. Baker	Windsor	Windsor	Windsor
Mr. W. D. Lippitt	Fort Collins	Fort Collins	Fort Collins
Mr. S. P. Saunders	Loveland	Loveland	Loveland
Mr. C. W. Haskell	Longmont	Longmont	Longmont
Mr. Hans Mendelson	Sterling	Sterling	Sterling
Mr. C. F. Consigny	Brush	Brush	Brush
Mr. D. J. Roach	Fort Morgan	Fort Morgan	Fort Morgan
Dr. F. Murke	Brighton	Brighton	Brighton
Mr. B. Hutchins	Scottsbluff	Scottsbluff	Scottsbluff
	Gering	Gering	Gering
	Bayard	Bayard	Bayard
	Billings	Billings	Billings
	Missoula	Missoula	Missoula
	Lovell	Lovell	Lovell
	All Supts.	All Cashiers	All Traveling Engineers

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The following table shows the number of "Operating Men" by factories for 1916-17 and 1917-18.

	1916-17	1917-18	Increase	Decrease	
Eaton	180.09	183.64	3.55		
Greeley	215.06	222.93	7.87		
Windsor	211.74	207.19		4.55	
Ft.Collins	377.86	388.60	10.74		
Loveland	360.58	358.37		2.21	
Longmont	414.05	388.26		25.79	
Brighton		245.81			
Sterling	229.49	237.93	8.44		
Brush	201.79	199.59		2.20	
Ft.Morgan	187.73	199.20	11.47		
Scottsbluff	350.75	354.65	3.90		
Gering	237.17	253.15	15.98		(13.36 Increase due to Steffen House.)
Bayard		238.52			
Billings	402.89	406.13	3.24		
Missoula		231.98			
Lovell	182.05	153.98		28.07	
Total	3551.25	4269.93	718.68		

Increase due to New Factories	716.31
" " " Gering Steffen House.	13.36
" Total Account New Construction.	729.67
Less Actual Increase	718.68
Net Decrease	10.99

Longmont and Lovell are the only factories which show any considerable reduction in the number of operating men. Due principally to the marked reduction at these two plants, there is a small saving in the comparative total of all factories.

Longmont made the principal saving on Sweepers, Battery Men, and Flumers; Lovell on Sweepers, Beet Washer, Trash Catchers, Flumers, and Lime Kiln.

The greatest increases were at Ft. Morgan and Ft. Collins, these factories showing a number of small increases in various accounts, accumulating to a rather high total.

No comparison of "Mechanics", "Flue Blowers" or other maintenance men is included.

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DETAIL OF OPERATING MEN

	EATON		GREELEY		WINDSOR		BRUSH	
	1916-17	1917-18	1916-17	1917-18	1916-17	1917-18	1916-17	1917-18
Superintendents and Assistants.	5.09	6.36	6.99	7.40	5.19	6.08	6.16	6.09
Foremen	6.22	6.79	3.94	3.95	6.72	5.33	7.02	6.61
Chemists	13.55	12.56	13.53	15.31	14.47	17.53	15.40	14.76
Boiler House Men	6.82	7.68	21.71	22.29	20.73	18.79	7.34	12.32
Lime Kiln Men	11.74	11.68	12.05	11.21	11.49	11.00	13.10	12.77
Enginemen, Pumpmen, Etc.	6.06	5.88	12.00	10.31	11.08	8.64	7.01	8.77
Fluming Beets	9.87	6.80	17.33	9.35	10.09	6.78	15.23	10.88
Catching Trash	1.99	2.75	7.87	8.49	2.71	1.87	5.42	3.96
Beet Washer - Elevator	13.67	13.74	9.18	10.72	18.42	14.22	11.94	9.82
Cutters and Battery	22.14	24.57	24.53	25.38	25.46	24.93	22.50	23.63
Carbonation Presses	13.19	13.80	9.91	13.58	13.61	23.14	13.22	14.38
Other Beet End Men	16.63	15.46	17.51	17.48	18.70	17.93	13.37	14.07
Centrifugals	13.31	13.19	13.28	14.46	12.45	12.03	14.06	13.79
Other Sugar End Men	12.08	11.98	16.46	16.45	12.85	6.99	10.30	10.14
Warehouse Men	9.40	11.83	14.32	16.41	8.88	9.04	9.10	14.26
Sweepers	11.63	9.76	8.83	7.75	11.89	10.82	16.51	14.16
Other Operating Men	6.70	8.81	5.62	12.39	7.00	12.07	14.11	9.18
Total	180.09	183.64	215.06	222.93	211.74	207.19	201.79	199.59

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DETAIL OF OPERATING MEN

	FT.MORGAN		LOVELL		BRIGHTON	BAYARD	MISSOULA
	1916-17	1917-18	1916-17	1917-18	1917-18	1917-18	1917-18
Superintendents and Assistants.	5.06	6.00	5.62	6.01	6.47	5.86	8.67
Foremen	6.25	8.55	6.05	4.75	5.69	6.72	11.19
Chemists	13.34	15.15	13.45	14.66	13.41	19.66	20.33
Boiler House Men	12.91	11.19	4.00	3.94	13.27	12.21	11.97
Lime Kiln Men	11.04	10.69	12.25	9.69	16.62	18.14	15.34
Enginemen, Pumpmen, Etc.	9.52	8.55	6.75	5.01	13.09	14.85	14.31
Fluming Beets	12.25	9.49	10.11	6.78	13.46	12.09	10.23
Catching Trash	1.96	1.94	2.83	.39	3.88	1.86	3.26
Beet Washer - Elevator	11.50	11.25	10.37	8.82	20.55	16.42	13.77
Cutters - Battery	23.61	24.78	18.61	19.83	28.85	30.58	24.20
Carbonation Presses	13.65	13.99	13.63	13.84	10.67	11.54	12.24
Other Beet End Men	14.66	15.09	16.23	15.33	18.35	19.95	16.35
Centrifugals	12.78	13.72	10.92	11.09	11.89	12.97	10.90
Other Sugar End Men	10.93	10.29	9.37	10.35	12.63	9.83	8.47
Warehouse Men	10.11	10.65	10.36	10.96	17.23	14.45	10.12
Sweepers	11.30	14.28	26.28	4.65	21.89	19.45	20.51
Other Operating Men	6.87	13.59	5.22	7.88	17.86	11.94	20.12
Total	187.73	199.20	182.05	153.98	245.81	238.52	231.98

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DETAIL OF OPERATING MEN

	FT.COLLINS		LOVELAND		LONGMONT		STERLING	
	1916-17	1917-18	1916-17	1917-18	1916-17	1917-18	1916-17	1917-18
Superintendents and Assistants.	6.52	8.43	7.40	8.27	7.03	7.76	5.50	6.89
Foremen	7.14	8.83	8.02	7.10	10.77	10.12	8.34	7.79
Chemists, Etc.	18.40	24.40	20.81	22.77	20.77	25.26	19.83	21.25
Boiler House Men	11.08	10.37	9.33	8.93	12.24	10.72	8.00	8.11
Lime Kiln Men	23.14	29.36	30.26	34.20	36.48	32.12	20.74	17.16
Enginemen, Electricians, Etc.	16.93	17.51	21.71	19.16	19.82	18.44	8.75	8.88
Fluming Beets	26.88	18.46	20.47	11.05	24.45	17.86	8.04	7.32
Catching Trash	2.91	3.31	5.41	.60	2.08	2.00	2.01	1.94
Beet Washer - Elevator	18.21	17.10	20.73	15.59	23.90	23.18	10.02	9.96
Cutters - Battery	37.29	37.81	35.80	38.84	42.93	30.92	24.85	21.90
Crushers - Mills	2.00	1.93	1.95	2.04	2.09	2.03	5.78	3.51
Coolers	6.29	5.64	6.11	4.42	8.11	9.03	4.15	4.27
Saccharate Presses	27.26	28.57	22.35	25.55	24.51	25.01	17.00	19.19
" Mixers	2.15	1.95	1.99	2.10	1.98	2.00	2.03	4.04
Carbonation Presses	35.63	36.98	22.05	18.45	30.43	29.59	8.00	9.08
Other Beet End Men	27.83	32.15	24.45	24.22	24.03	23.61	16.02	18.07
Centrifugals	24.81	26.32	24.53	28.35	25.18	23.07	15.49	15.99
Other Sugar End Men	15.72	13.76	16.61	14.64	16.38	15.75	10.83	10.97
Warehouse Men	32.10	28.41	26.05	33.17	34.66	31.39	11.84	16.65
Sweepers	23.09	23.54	22.48	23.32	32.99	22.43	14.50	16.47
Other Operating Men	12.48	13.77	12.07	15.61	13.22	15.97	7.77	8.49
Total	377.86	388.60	360.58	358.37	414.05	388.26	229.49	237.93

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DETAIL OF OPERATING MEN

	SCOTTSBLUFF		GERING		BILLINGS	
	1916-17	1917-18	1916-17	1917-18	1916-17	1917-18
Superintendents and Assistants.	5.00	7.56	6.32	6.76	5.92	7.04
Foremen	9.75	9.49	6.46	8.88	8.64	9.15
Chemists, Etc.	22.21	23.50	15.14	25.27	22.36	25.31
Boiler House Men	13.70	15.14	9.27	7.94	30.43	36.26
Lime Kiln Men	23.61	26.68	14.29	17.06	26.32	26.05
Enginemen, Electricians, Etc.	20.50	21.01	16.31	16.00	22.78	20.45
Fluming Beets	18.39	15.10	17.82	10.82	19.12	12.23
Catching Trash	3.89	3.83	2.28	3.63	1.97	1.92
Beet Washer - Elevator	19.18	17.94	19.82	17.69	19.54	17.03
Cutters - Battery	34.34	34.46	28.49	27.98	51.09	46.22
Crushers - Mills	2.00	1.98		4.03	1.97	1.78
Coolers	6.01	5.76		3.82	4.64	5.12
Saccharate Presses	13.40	15.97		3.69	19.63	23.17
" Mixers	2.07	2.86		1.82	2.01	1.88
Carbonation Presses	27.61	27.44	9.09	10.51	31.22	33.09
Other Beet End Men	25.59	25.29	18.95	18.52	24.00	25.35
Centrifugals	27.14	26.82	12.42	13.19	27.01	25.87
Other Sugar End Men	16.23	15.89	12.85	12.50	16.00	16.19
Warehouse Men	19.38	20.72	15.46	12.42	32.46	30.73
Sweepers	28.56	23.28	25.30	16.16	24.44	27.87
Other Operating Men	12.19	13.93	6.90	14.44	11.34	13.42
Total	350.75	354.65	237.17	253.15	402.89	406.13

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The following table shows the comparison of the number of men in the Pulp Drying Plant. From the experience we have had, it appears that about Thirty-Eight(38) men make up a normal crew. Brighton shows 50.16 men in their Drying Plant, being especially high in Sweepers, Foremen, and Miscellaneous Labor.

DETAIL OF PULP DRYING PLANT LABOR

	GERING 1916-17	GERING 1917-18	BRIGHTON 1917-18	BAYARD 1917-18	MISSOULA 1917-18
Foremen	5.21	2.00	3.11	2.62	2.50
Separator Men	1.55	2.00	1.92	1.73	2.00
Pulp Pressmen	2.62	8.00	2.81	3.39	2.00
Pulp Cutter Men			1.93		.25
Feeder Men	2.50	2.00	1.75	2.60	2.00
Firemen	2.02	2.00	5.29	2.22	2.00
Packers, Weighers, & Sewers	9.48	8.00	9.33	9.00	6.00
Warehouse Foremen		2.00	1.00	1.00	1.00
Storing Dried Pulp	8.92	7.00	7.34	8.44	7.00
Electricians				.47	.75
Oilers	2.00	2.00	2.63	1.93	2.00
Sweepers	4.11	1.80	7.17	4.23	3.00
Miscellaneous	.96	.81	5.88	.70	6.50
Total	39.37	37.61	50.16	38.53	37.00

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C 27185

Rec'd July 5, 1918.

ANNUAL REPORTS

for

1917-18 CAMPAIGN

RECAPITULATION OF MANAGERS' REPORTS

on

LIVING CONDITIONS OF FACTORY EMPLOYEES

Copies of this report
to
R. K. Marsh
E. Morrison
Rieuke
Skaffer

March 30, 1918

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EATON FACTORY

FACTORY LABOR CONDITIONS:

During the 1917-18 campaign, according to our records 245 factory employes of the Eaton plant voluntarily left the services of the company, up to January 1, 1918. Of this number, Superintendent Gazelle estimates that not less than 50% gave up their positions on account of poor and inadequate living conditions at Eaton.

At intervals during the months of October, November and December, we were obliged to operate the factory with a labor shortage of from 20 to 30 men and it not infrequently happened during these periods that our Beet End Foremen and Station Men were obliged to pull presses, fill cells and assist on stations other than their own, in order to keep the factory in operation.

The outlook for common labor for operating our factory in the campaign of 1918-19 is far from promising and we feel, in order to insure a supply of labor and avoid continuous changes that took place in our 1917-18 campaign, due to poor and inadequate living conditions, that steps should be taken by our company to provide suitable accommodations for our campaign common labor.

It is the recommendation, both of our factory Superintendent Mr. Gazelle and the writer, who have gone into this matter very carefully, that a building be erected on our factory site at Eaton for the housing of common labor, having no less than thirty-six single-room apartments 12 x 14 feet, each room to accommodate two single men.

The rooms of this building, owing to the various nationalities of the labor employed at the factory, should have an outside entrance only, thus keeping the employees separated from each other, as the various nationalities do not fraternize.

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Connected with this building should be a dining-room, we believe, operated on the cafeteria plan and located at the end of the structure facing the main highway, thus enabling the men to get what they want in the way of food and to pay for what they get.

Owing to the class of men who would occupy this building, we would suggest concrete floors and cement walls, with wash-down or bell-trap, so that the rooms can be kept clean and sanitary; the building to be heated from a central steam or hot water heating system.

In addition to the above single-room apartment building, would suggest the erection of not less than four apartment dwellings, to have four two-room apartments, consisting of a kitchen and living-room, making a total of eight rooms to each apartment building.

We would also recommend that these apartment buildings be finished with concrete floors and cement walls, for sanitary reasons.

It is my impression that this single-room apartment building, including cafeteria dining-room, can be built for about $15,000 and that the four apartment dwellings can be erected at a cost of about $12,000 or a total outlay of approximately $27,000.

If something is not done along these or similar lines, I hardly see how it will be possible to provide common labor at the Eaton plant during the coming campaign.

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C 27189

GRIESLEY FACTORY

NOTHING SAID.

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WINDSOR FACTORY

LIVING ACCOMMODATIONS FOR FACTORY EMPLOYEES:

The living accommodations at Windsor for our factory employees are anything but adequate. This condition applies, not only to the temporary floating class of common labor, upon which we are obliged to depend largely during our campaign period, but to our permanent or yearly employees, many of whom require better housing conditions than the town affords.

An effort was made during the summer of 1917 to induce the local people of Windsor to erect cottages for the accommodation of our permanent factory employees, but our efforts in this direction were without success.

Many of the dwellings, which heretofore were rented to our employees, have been purchased by the retired farming class who have moved into Windsor, and our men, in consequence, have been obliged to vacate and look for other quarters and, in many cases, have been obliged to do light housekeeping in one or two rooms.

The condition has become so serious that it will be necessary for our company, in order to hold our yearly employees, to make some provision for housing them, and, accordingly, recommendations have been made for the building of fifteen cottages for this purpose, the recommendations being as follows:

5 Three-room dwellings, cost about $1000 each;

5 Four-room dwellings, cost about 2000 each;

5 Five-room dwellings, cost about 2500 each;

These dwellings to rent respectively at $10.00, $15.00 and $20.00 per month each, dependent on the number of rooms.

In addition to this, we have recommended the enlargement of our present boarding house, which was totally inadequate for our campaign common labor,

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as during the campaign we were obliged to locate cots in the hallways and landings, in order to provide sleeping quarters for the men, and in addition to this, were obliged to furnish tents to quite a number of the employees.

We have, therefore, recommended an addition to our boarding house, 30 x 56 feet, which will afford fourteen additional rooms, providing quarters for twenty-eight men.

A survey was made just before the close of our campaign, showing the nationality and living conditions of the employees of the Windsor factory, which is given below:

NATIONALITY

American	125
Russian	122
Italian	18
Greek	4
English	4
German	2
Mexican	2
Scotch	2
Danish	1
Swedish	1
Spanish	1
Total	282

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This survey showed as follows:

Home Owners	83
Tenants	39
Light Housekeeping	7
Boarding & Rooming	112
Living at Home	36
Batching	5
Total	282

Of our yearly employees, the survey showed 41 who were married and 13 single, or a total of 54 yearly employees.

Of our temporary employees, our records show 110 married and 118 single.

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FORT COLLINS FACTORY

FACTORY OPERATING.

We had some difficulty, early in the fall, in not having enough men to man our plant. We had some little labor troubles in our lime kiln and with men on our hot and cold presses, but these troubles were straightened out in a very diplomatic manner by our Superintendent Daley, and after the first three weeks of operating we had no further labor trouble, and no trouble picking up local men to fill vacancies in our mill. However, we were compelled to ship in men at different times from Denver and Pueblo during the early part of the campaign, to keep the mill in operation.

We anticipate more difficulty next fall than we had this fall in getting men to operate our factory, and think this matter one that we should consider long before the operating season opens.

On account of scarcity of rooms in Fort Collins, we rented a building, and bought what little furniture was in it, and used it temporarily for men shipped to our plant from the outside until we could find rooms for them elsewhere. We have leased this building for the summer and are leaving the furniture in it, with the idea of using it next campaign. We shall buy more furniture and bedding and make the place more comfortable, as we, no doubt, will have to operate it the entire campaign next year.

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LOVELAND FACTORY

GENERAL:

There is a great deal of difficulty each year in finding housing facilities for factory labor, and this difficulty was more acute the past season than ever before, on account of the outside labor we were compelled to get in. If the Company owned or controlled a commodious rooming-house, it would greatly facilitate the handling of labor. As it is, we have to canvass the town to find rooms, requiring the services of a man to locate help, then we have to stand good for room rent, otherwise private families will not take strangers in, and they come and go so much that it is extremely difficult situation to handle.

The whole labor situation causes considerable apprehension. The various school districts last fall enforced the compulsory school attendance law, with one or two exceptions, when schools were closed for a couple of weeks during the beet harvest, making up the time by cutting out spring vacations, and in some cases teaching on Saturdays. We will have to, as a matter of self-protection, provide more adult labor for the coming year, as school authorities will insist on children under age who have not finished the eighth grade attending school. There is a movement on foot to have summer school in some of the city districts, to accomodate children who expect to work in the fall, so they can still get nine months school attendance, and yet help with the beet harvest; but even this if carried out will not accomodate the children in the country, and farmers object to the country schools being run in this way, claiming that they need the services of the children in haying, fruit picking etc. at the time such a school would be held, so we have complications in the matter whichever way we try to fix it, and no definite plan that will accomodate all interested has yet been settled on.

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The whole labor situation emphasizes the necessity of giving labor-saving devices of all kinds earnest consideration. We have accomplished considerable along this line in our outside work, by the use of tractors, elevator graders for covering siloes, the use of packing machines in planting seed beets, stacking beet seed in bulk without binding in bundles, etc., but there is much that can be done along this line yet, especially in handling sugar in the warehouse, loading piled beets, dumping beets in the pile instead of shoveling, etc., that should be given earnest consideration.

The bonus system has worked well during the campaign - holding numbers of men who would not otherwise have stayed.

The bankers all feel that it is going to be a difficult year to finance, on account of the Liberty Loans, subscriptions, etc., that is taking so much of the money that is otherwise placed on time deposits in local banks, and I feel that it will be very necessary for us to help out again with as large deposits as good business will justify us in making.

A little advertising in our local papers is of great value to us, as itmeans a good deal to the business to have the goodwill of the press.

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C 27195

LONGMONT FACTORY

NOTHING SAID

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BRIGHTON FACTORY

LIVING CONDITIONS OF FACTORY EMPLOYEES:

Your attention has already been drawn in previous reports to the absolute necessity of providing living accommodations for our factory common labor during the campaign period at our Brighton plant and we again wish to draw your attention to this important matter.

Our records show that although our campaign at Brighton was of but 22 days duration, 50% of our employees voluntarily left our employ, which Mr. Klingenberg attributes largely to the fact of unsatisfactory living conditions.

It is earnestly recommended, therefore, in view of the general labor shortage throughout the country, that some provision be made for the housing of common labor.

Our recommendation in this matter is that we erect a one-story building of brick or frame construction, having not less than twenty-eight single-room apartments, with outside entrances. The outside entrance feature is recommended on account of the variety of nationalities of common labor and their disinclination to fraternise.

These single-room apartments would accommodate at least two single men, thus taking care of at least 56 of our campaign help.

The building, of course, should be provided with dining-room for furnishing table board for these and other employees, to be operated, we believe, preferably, on the cafeteria plan.

For sanitary reasons, we believe these one-room apartments should be finished with cement floors and plastered with cement, in order that they may be kept in a cleansed and sanitary condition, and that this single-room apartment building should have a central steam or hot water heating plant.

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In addition to the above, we would recommend for the housing of our married common labor, five three-room dwellings and five two-room dwellings. These latter buildings would probably cost respectively $1000.00 and $750.00 each.

In addition to the above, we would recommend the construction of five dwellings for the housing of permanent factory employees, such as Assistant Superintendents, Factory Foremen and principal Station Men, to-wit; four five-room dwellings and one four-room dwelling.

The cost of these improvements, we roughly estimate at $37,000.00, detail of which is given below:

FOR THE HOUSING OF CAMPAIGN COMMON LABOR.

5 Three-room dwellings, without toilet, @ $1000 each	$5,000.	
5 Two-room dwellings @ $750 each	3,750.	
1-Room apartment building with cafeteria, kitchen, store-room and 28 single room apartments	15,000.	23,750

FOR THE HOUSING OF PERMANENT EMPLOYEES.

4 Five-room dwellings @ $2750 each, including lot	11,000	
1 Four-room dwelling	2,250	13,250
Total		$37,000.

We believe the five-room dwellings for our permanent employess should rent at about $20.00 per month; the four-room dwelling at $16.00 per month; the three-room dwelling at $10.00 per month; and the two-room dwelling at $8.00 per month; and the single-room apartments, that would accommodate two employees each, at from $6.00 to $8.00 per month.

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STERLING FACTORY

The factory labor situation at the beginning of the campaign was particularly short, as the bean harvest was attracting the transients to the farms at very remunerative rates. The factory was shorthanded until the beet harvest was over, after which time a large number of Russians came in from the beet fields. The quality and attitude of the labor made it very difficult to secure efficiency. Board and room were high and difficult to get, and unsatisfactory in quality in Sterling. Heavy manual labor jobs were particularly difficult to fill, such as unloading and handling limerock, and the filter presses in the Steffen House. While we shipped in a great deal of labor, the results were not satisfactory, because we were unable to secure reasonable and satisfactory accommodations to hold them.

Sterling, as well as Brush, should I believe, be equipped with a first class rooming house for the accommodation of the transient labor. Residence properties have gone up in sale prices and rent pricesvery rapidly, and in spite of the building of about three hundred houses in the last year and a half in Sterling, there are many families doubled up in the town, and it is almost impossible to rent any satisfactory house without constantly scouting the town and locating some one about to move out, and engaging the house before others find out about it. The real estate men have had very few houses listed for rent because it was very easy for the owner to rent direct and save commission. Many of our permanent men areliving in unsatisfactory conditions, the result of the house situation, and unless a general change for the better appears in the near future, we are liable to lose a great many men before another season.

The dissatisfaction as to living conditions of our men in Sterling is in my opinion a very serious condition as respects the factory campaign morale. It is my sincere hope that some Company policy can be evolved which will solve this

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question. There is scarcely a day that this matter of housing men does not come up in one form or another and with increased intensity. It is a big problem, particularly at this time because of the excessive cost of material and labor to build what would be necessary to thoroughly relieve this situation.

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BRUSH FACTORY

GENERAL:

The Brush factory during the early part of the campaign of 1917 was very short of labor, decent living conditions not being available for laborers in Brush. In order to attempt to meet this condition our Company Farm Boarding House, which is used for factory men during the campaign, was so crowded that at times nine sleeping rooms accommodated fifty-four men, the beds being used day and night. It is easy to see why it is difficult to get good labor at Brush under such living conditions. It is quite apparent that whenever a man was sick and failed to get up at the proper time an embarrassing situation would result. A first class rooming house for our factory campaing labor is badly needed at Brush.

The situation as to houses in Brush for married men is growing steadily worse, in spite of the building which has been done during the last two years. Practically all of the houses in town are for sale, and whenever a sale is made and the tenant evicted, it becomes necessary for the tenant to arrange to double up with friends, or to take inferior accommodations. Unless there is a turn in the near future in these conditions, we are liable to find ourselves seriously handicapped in the operation of our plant, or be forced to adopt an extensive program of house building.

We again served hot lunches to our employees at noon and midnight, which practice is bound to be a factor in keeping men, especially where living conditions are as bad as they are at Brush. A twelve hour shift is a long shift to work without a good square meal.

The greatest need of the Brush factory is improvement in living conditions for the men. The general morale of the organization is badly affected by the fact that the men are dissatisfied with their accommodations. We have been frequently

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questioned by the men and solicited to assist in providing them with houses. The situation is constantly coming up in one way or another, and generally accompanied by the suggestion that if accommodations cannot be found they will have to arrange to leave town. During the campaign we had numerous men inquiring for work, who when they saw what living conditions were, moved on to some other town. When we shipped in labor from Denver or outside points a large percent failedto remain because they could not be taken care of properly. The present situation leaves us largely dependent on the resident labor of the community, which supply is very meagre.

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FORT MORGAN FACTORY

GENERAL

The labor situation for the early part of the campaign was very bad, causing us to work somewhat shorthanded until the farm work was out of the way. However, the situation at Fort Morgan was not as serious last year as it was at Brush and Sterling.

The high prices of all farm produce has greatly stimulated business in general in Fort Morgan, and is particularly affecting us by the increased demand for houses created by the farmers who have sold out their farms and moved to town, also by the real estate men and others who are going into business. The result is that a large number of our men have had the houses which they were renting sold over their heads, and have had considerable difficulty in securing other accommodations, generally resulting in their having to take less desirable houses, and causing dissatisfaction among our men on account of living conditions. There has been some building in Fort Morgan, but not enough to keep up with the increased demands for houses. Owners have considerably raised the prices asked for houses in the last six months, and are raising rents, taking advantage of the scarcity. There is practically no new building of houses for rent, which is natural on account of the high cost of materials and labor. The building which is being done is largely for homes for those building.

The problem of housing both our permanent and temporary employees has beengrowing gradually more unsatisfactory for the last two years. If this condition gets any worse it is liable to materially interfere with the operation of our plant, or force us to build extensively ourselves to take care of the men.

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THE GREAT WESTERN SUGAR COMPANY

Survey of Industrial Relations

The outstanding problem:

The inadequate supply of labor, and the large labor turnover.

The need: permanency and efficiency.

Explanation to be sought:

(1) Sources of labor supply.

(2) Living conditions.

(3) Working conditions.

(4) Terms of employment, including duration
hours
wages

(1) SOURCES OF LABOR SUPPLY

(a) Permanent labor.
(b) Occasional labor.
- Both inadequate in numbers.
- A decline in average ability and efficiency.

Explanation in part:
Abnormal conditions due to War:
(a) Withdrawal of men for draft from industry.
(b) Withdrawal of men for draft from outside industry.
(c) Increased demand within industry for men.
(d) Increased demand in other industries for men.
Abnormal conditions due to Influenza:
(a) Lessening numbers within industry.
(b) Lessening numbers in available sources of supply.

Offset in part by:
(a) Assistance of Government and Government agents in supplying men.
(b) Employment of women and young people.

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Normal conditions:
Limited duration of working season.
Competition of farmers for labor.
Competition of other industries.

Need for Employment Manager or Superintendent of Employment:

To make intensive study of labor turnover.
Keep records indicating where labor comes from; where labor goes to; and cause of turnover in each instance.
Also study of labor that is permanent, or regular in seasonal work, as to nationality, living conditions, working conditions, domestic conditions, locality, factory, etc. to see what are factors and influences which serve to retain labor.

Need for a central office, with an employment clerk at each of the factories.

(2) LIVING CONDITIONS

The housing problem the main feature:

Conditions vary considerably as between localities.
Total lack of accomodation in some places -
No hope of community supplying the need.
Where community cannot be counted upon, Company must take necessary steps.
Permanent help first consideration.

Effort should be to have employees have homes that are attractive. Home conditions all important to women in family, and women's influence important as respects men. Anything that prevents confusion and lightens work in home beneficial: e.g., sufficient rooms, (4 and 5 room houses preferable to 3, except for two people without family), electric light, bath and sanitary conveniences important, some garden space. The class of labor attracted by good living conditions certain to be more stable and efficient.

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Ownership of homes very desirable, as making for stability, contentment, unwillingness to strike, good-will of community towards industry, and influence upon community conditions.

Company should have policy to enable men to purchase homes. In this connection it is necessary to consider question of promotion and transfer. Present policy of promotion through transfer, rather than by increase of salary on length of service and special aptitude, somewhat doubtful as
(a) discouraging men from investing in homes;
(b) causing community and industry to lose touch.

The more ties a man has in a community, the less likely he is to desert it, and the closer the relationship between the community interest and the interests of the industry with which he is identified. This specially true of men in higher positions, ~~and superior~~ and subordinate officials. The industry dependent, above all else, on managerial and directing ability. This class of ability is rare and always in demand. Therefore, special need for adequate care of all its interests. Whilst policy of transferring men to positions desirable, it should be exercised; (a) in regard to a man's own wishes; and (b) in regard to the effects upon other men coming on in locality to which transfer is to be made. No general rule should apply, save that regard be had for personal considerations in every case. Men not suited to particular localities desirable to change.

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Survey should be made of housing accomodation

(1) for permanent men - (a) officials
(b) skilled labor
(c) common labor;

(2) employment help and needs met in order mentioned.

Any arrangement which causes dissatisfaction among superiors is certain to react on inferiors with whom they come in contact. Some complaint now that common labor more comfortably housed, - able to save more in period of campaign, where permanent ~~official~~ foremen has to pay high rent for house in community; ~~and board and~~ worker saves on board and rent. Where Company obliged to consider temporary labor first in matter of housing, some consideration should be shown permanent help and officials, by supplementary allowance to make good unavoidable differences.

Company should consider policy of building for employees - 10% cash, 1% per month, charging 5% interest; Company allowing occupant to sell, giving Company option; and Company to agree to take house in event of transfer on basis that will avoid loss. Most communities are growing, and investment not likely to prove a loss.

Policy of encouraging location of houses throughout communities, good for superior classes of labor, for ordinary labor, and especially temporary labor, there are advantages in terraces, which permit neighbors to be close where husband absent at night, to aid in case of illness, to co-operate in the care of children, etc.

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Gardens the best kind of investment, supplements income, gives additional interest. Lawns for children to play on saves washing, thoughts away from discontent.

Dormitories seem excellent for temporary help. Policy might encourage their use for classes of farm labor in summer. Should regulate carefully against overcrowding. Terraces preferable, where any chance of securing married men. All should be under supervision of health officer, and industrial relations department, housing branch. (Statistical-- cost of living, rents, with wages, etc.)

Employment department should be able to give exact information as to housing. Have found cases where men sent to locality and left because representations regarding housing accomodation incorrect.

Company might consider some form of co-operative buying for its families: e.g., milk supply, meet supply, fuel, sugar, etc.; especially re building. Use of plans by construction company, purchase materials, contractors costs, etc. (Might arrange exchange of sugar for tea, coffee, canned goods, etc.)

Need of sanitary inspector or health officer, for dormitories and houses as well as factories. Avoidance of outbreak of disease or epidemic might more than pay services of such a man.

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In building houses, five considerations:

(a) location; (b) size and type of house;
(c) surroundings, garden, etc.; (d) interior equipment & finishings;
(e) rent charge.

The rent charges of Company appear to be very reasonable.

Investment should be made to pay, but not aim at profit.

In fixing wage rate, this should be represented to employee.

(3) WORKING CONDITIONS

The plant and physical equipment first consideration.

This most important factor seems to have been well taken care of.

Some excellent, model in fact: e.g., Brighton (sanitary)

Some congested - humidity. Congestion makes for confusion, accidents, bad ventilation, lighting, etc. reacting upon health and disposition of workers.

Slight differences in safety appliances, insulation of pipes, coverings, etc. - all should be work of expert to bring up to level of most efficient.

Considerable difference in plant in degree of cleanliness, water under foot, dirt, etc., cleanliness of windows. Uniform standards might be made to prevail here.

Service Building. Welfare Work. A minimum of satisfactory conditions essential. Standard should be rigidly maintained.

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Toilet accomodation. In all, seemingly inadequate, and for most part filthy. Should be gone over by sanitary expert, cleaned, rearranged, with regard to both men and women, and floor accomodation. Receptacles for waste articles might be placed about rooms; fines imposed by joint committees for misuse of toilets, etc. [illegible]

Locker accomodation. Wholly inadequate, and improvement very greatly needed. At present, scattered about factories in inaccessible and inconvenient places. Space required by factory for light and air and room. In several factories, temporary structures erected. This will be always needed, and should be provided for on ample scale.

Shower bath equipment. This is wholly inadequate, some factories lacking entirely, others in filthy condition. Most necessary that labor sweating all day should bath before going out into cold. Will not bathe unless place made attractive. Locker accomodation should be considered with relation to drying clothes and towels. Advisable to have expert advice on this.

Rest accomodation. Much might be done to supply comfortable quarters for men to retire to between turns, and to see that these kept in good condition. A few benches to sit on, or simple accomodation for stretching and reclining between heavy shifts certain to be acceptable. Whatever makes labor contented in idle moments will keep down discomfort, agitation, and unrest.

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Accomodation for meals. Something more attractive desirable. If possible, definite meal hour, or period should be fixed, and employees provided with table where meals can be eaten comfortably, and away from place of work. Contentment with work certain to be greater if not shared with meals. Supply of hot coffee a wise accomodation; also meals where possible. All this should be related to wages in hiring men. An attractive room with few flowers, etc. would soon react on appearance of entire factory interior and working places. Help to attract and keep class of labor that is cleanly in appearance. Work places certain to be neater.

Accomodation for superintendents and foremen. Office accomdation for these officials seems inadequate; overcrowding and congestion means confusion in thought and work, and giving of directions and orders. This might be considered in relation to physical equipment necessary for new locker and other accomodation.

Either entirely new building in nature of annex should be erected for these purposes, or a new building for some part od existing processes and conversion of others to these uses.

First Aid and Medical Assistance. Accomodation needed for accidents, bruises, etc. - certain to be several. Need for statistics. Small equipment. Room used for committee meetings, or by superintendent and foremen. Now laboratory used in some cases; in others, office. If new building erected, should contain this. Welfare building in which employment office also situated would serve as good introduction to applicants for positions.

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(4) TERMS OF EMPLOYMENT

The problem here is a question of hours and wages. The whole situation is brought out clearly in the remark by one official of the Company, that it is the class of labor we are receiving which gives us our problem. The class of labor is the effect, not the cause. The class of labor is what it is because of: (1) living conditions; (2) working conditions; (3) hours; (4) wages.

In the case of the Great Western Sugar Company, living conditions are an explanation only in part. The turnover is considerable even in localities in which the living conditions are as good as could be expected. The same is true of working conditions. No factory could surpass Brighton for working conditions, and apparently living conditions are not as serious there as elsewhere; but its turnover has been very large. The real problem is that presented by the excessively long hours and working period, and the wages. It is stated that what labor wants is the wages, and that to reduce the hours would mean that wages would have to be reduced; and that as a consequence labor would be more difficult than ever to secure. It is claimed that labor is attracted by the total amount it can earn in the season, and that, having the 12 hour day 7 days a week, it is possible, by lumping the total possible earnings, to make this seem appear considerable for the period worked. Granting this to be true, it is equally true that labor of the best kind is not being attracted

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even by the amount thus designated, and that much of such labor as is attracted leaves immediately or very soon after experiencing the long stretch of hours and its effects. Even at the most pleasurable and healthful kind of labor, e.g., agriculture, 12 hours a day work is as much as most men can endure without injury. Where there is constant effort, no relief from strain, and little opportunity of relaxation, conditions in the factory are the reverse of those outofdoors and in the fields - the reverse even of those in many factories, where air and light abound. The atmosphere is humid, excessively hot, damp, the odor heavy, an unpleasant condition for work even for a short period. The kind of labor that is careful of its own condition will not subject itself to environments of the kind over so long a period, unless absolutely driven to do so. The demand for men in other directions makes possible a choice on the part of labor, and the labor that is worth while goes elsewhere. Quantity of wages is too dearly bought if acquired at expense of health or self respect. Besides, quantity of wages is not necessarily a measure of quantity of work. Once fatigued, labor is not efficient labor. Labor that has to be driven is not as efficient as labor that drives itself. There is great complaint of the difficulty of securing team work, of esprit de corps, of record making. Such effort under conditions of long hours becomes unendurable strain and is certain to result in severe reactions. In the process of beet sugar manufacture, all processes are largely dependent on the ones that precede.

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An interruption, slackening, or hindrance in any one, more or less adversely affects all that follow. This makes the question of team work efficiently executed all-important. A change to an eight-hour shift could not but result in a vast increase of energy and motive power on the part of the workers, greater keenness and alertness, more zest and efficiency. Fewer men in some cases could do the work now done by a given number, and in other cases more efficient team work could be produced.

The payment of the same <u>amount</u> in total wages on an 8 hour basis would certainly mean greater output per hour per man by the effect on the spirit and zest of the man himself; but also by what it would save in labor cost through expensive turnover. New men have to be broken in - this means loss of time on the part of officials who should be performing more important work. It means losing 'acquired' skill, it means delay in team work, and consequently interruption to processes.

The condition to-day is one of intense pressure. The fact that the manufacturing season is short makes pressure inevitable. There is stronger reason for 8 hour shifts where much is done under pressure, than where it is done free from pressure. There is no margin in case of emergencies. The influenza has demonstrated this, and will do so more and more. Numbers being laid off, others have had to turn in a fill their places. The organization of work being on a 12 hour basis has left no room for readjustments. Men running beyond that time have found their energies completely overtaxed. Some have become

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discouraged; others have continued, but with a feeling 'never again'; others have left entirely.

The absence of any break of one day in seven leaves a man without any place in which to catch up with his human needs in the period of work. Men have scarcely time to correspond with their families if away, to send a paper, with families to see to their needs. The 12 hour shift is ruinous of home conditions; it disorganizes home life. The superior officers feel this as well as the general run of the working force.

It is evident that, to hold its own in the labor market, the Company will have to increase its wage rate to attract a better class of labor. It can do this by increasing the hourly rate and maintaining present 12 hour day, or it can approximate present total rate and put industry on 8 hour basis. To increase wage rate on 12 hour basis will not be meeting the fundamental need. The work is too heavy, the conditions too unpleasant or _____ for so long a time. Men with families cannot be attracted.

no allowance to reduce total earnings in going to 8 hour day - so long as piece (illegible)

There are other considerations all-important to the industry as a whole:

1. The Eight Hour Day Movement. In this period of reconstruction, the eight hour day is certain to be an outstanding feature. The competition, instead of becoming lighter, will become severer in the labor markets, through other industries shortening their hours. The companies maintaining 12 hours will be made the storm centre for attack on the part of organized labor and by the

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Government. Especially will the large corporations and those dealing with essential and government-controlled commodities become objects of attack. To maintain the 12 hour day is to invite investigation of the company's affairs, to invite organization of its labor, to invite public criticism and censure. To take the lead in making a change is to gain correspondingly in favor instead of disfavor. With the return of the armies and demobilization, the demand for the universal 8 hour day is certain to become more and more voiced from the house tops.

The coming season is the psychological one for the change. The announcement of the contemplated change cannot be made too soon.

2. <u>The Employment of Women</u>. The temporary employment of women will present a strong temptation to the Company to adopt a policy looking to their permanent employment. This policy cannot be too carefully considered. In the period of reconstruction already commenced, the whole question of female employment is certain to receive attention from Federal and State Governments and labor organization. Wherever, from the point of view of the health of workers, there is the slightest kind of risk, there certainly will be both investigation and agitation. It is almost certain that the employment of women in the sugar factories, other than in the laboratories, or for such purposes as those of cleaning up, canteen service, and the like, will be questioned on the score of (1) the night work of women; (2) injury to health owing to conditions of temperature, etc.

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The world over there has been a movement against the employment of women in factories or stores at night. International conventions are being sought to prohibit such work altogether. In many factories it is prohibited. It is almost certain that it requires only a commencement to lead to the whole subject being investigated, and legislated against. This fact should be taken account of if continuation of their employment is contemplated. The Superintendents seem to have different views on the wisdom of this policy. Some find the women amenable and willing, and quick to learn certain processes; others find them quite the reverse, not sufficiently resourceful, unequal to the heat, etc. If women are to be employed, the whole question of suitable rest quarters, separate toilets, baths, etc. will have to be considered; also employment of matrons. The work for the most part does not seem of a kind for which women are suited. There is too much humidity, dampness, etc. The liability to accident is increased. Most careful inquiry should be made as to effect of occupation on health. The uncertainty of women's employment is another factor to be considered with relation to team work.

The opposition of organized labor and male labor will become pronounced once employment regains regular channels.

The employment of women
The twelve hour day are both unwise considering the nature of the occupation. It becomes a question of the loss of sugar content of beets versus the loss of vitality and health of human beings. In such a circumstance there can be but one principle to govern, and that human well-being.

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Centralization vs. Decentralization
Autocracy vs. Self-Government and Democracy

The problem of reconstruction in Industry is one of government in Industry. The transition to be effected is one from single control on the part of Capital and Management to one of joint control on the part of all the parties to Industry. This does not mean a lessening of authority on the part of Management, but its exercise in larger measure subject to consultation and conference with the operating forces, permitting especially to Labor more of a voice in regard to the conditions under which it works, and amid which its working and free hours are spent.

The government of Industry as carried on for the most part to-day is an autocracy. This has become part of an accepted order, and any challenge of it may seem to be an attack upon efficiency and vested rights. Such in fact has been the nature of the conflict against Prussianism in the political arena. Autocracy in political government has become an anachronism, and the world has been witnessing its overthrow. The political doctrine to which men's minds have become accustomed is all in the nature of democracy in government. That to which men have become accustomed in the political arena, with the institutions with which they are familiar, is certain to be extended to the domain of Industry. Something more democratic in form and substance is essential. ~~New~~ Two attitudes alone are possible:

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(1) an attitude of resistance to change; (2) an attitude of co-operation in effecting transition on lines of natural evolution. The first attitude means the development of militancy on the part of labor, and endless friction between Capital and Labor. It means an aggressive militant organized labor movement, aimed at an overthrow of "capitalist control", and where Labor is not skilfully controlled by its own leaders, at revolutionary movements of the kind of which Bolshevism is an example. A great responsibility rests upon the large industrial corporations to prevent such a development.

The attitude of co-operation means sharing in larger measure with Labor in the determining of terms of employment, and working and living conditions. Joint agreements between employers and trades unions is the form that this sharing of control has taken where Labor is organized and has succeeded in gaining recognition. Another form of sharing control with Labor, with respect to matters in which Labor is vitally affected, is attained by represntation of employees on joint committees with representation of Management, and securing to Labor through representation ready and constant access to Management; the adoption, in other words, of the principle of the <u>open door</u> between Labor and Management. Such a policy tends toward a democratizing of Industry; it tends also to avoid organization antagonistic to Management. Where given a chance to co-operate with Management in control, Labor will do so. Where denied this opportunity, Labor

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will compete with Capital, and conflict in such case is sooner or later inevitable. The absence of such a policy means , on the side of Capital, misunderstanding with respect to Labor's needs, aspirations, and point of view; and on Labor's side, misunderstanding of production costs, the management's difficulties and point of view. To bridge this gulf of mutual misunderstanding, something conducive to mutual understanding is necessary. This is to be attained in large measure by the appointment of a management's representative on the one side, and Labor's representation on the other. Frequent, and ready and free approach between the two on all matters of special or mutual concern and regular contact on joint committees.

The growth of Industry has resulted in estranging those working in Industry from each other. The man at the top and those at the bottom are strangers in every respect. There has been a like estrangement in the understanding of industrial processes, and the significance of the work of individuals in relation thereto. To maintain harmony in Industry and at the same time to further co-operation in industrial processes and their efficient development, this gulf must be bridged. It can only be bridged by the device of representation, permitting all groups to be brought into closer relation with each other, and to a more intimate understanding of their part in industry and industrial processes.

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In the Great Western Sugar Company, the geographical distribution of the plants occasions estrangement of an apparent kind, an estrangement between the heads of the organization and the operating forces, which extends to a point much higher up than is the case in single establishments or establishments closely grouped. The effect of this estrangement is felt all along the line, and something must be devised to overcome it.

Beginning at the very top. The Managers of the local factories have a feeling that the work of the Company is too highly centralized; that policies are shaped at Denver and made uniform over all areas in a manner which fails to give sufficient attention to local conditions and needs and to varying circumstances. With respect, for example, to housing, and fixation of wage rates, transfers, promotions, and the like, local Managers feel that the knowledge on which policies are based is too frequently obtained from correspondence, insufficient in its nature, and framed too exclusively with a view to uniformity. Whilst it is recognized that the final say must rest with Denver, it is believed that more frequent visits on the part of the Denver officers to the several localities, not for purposes of annual tour, but with a view to familiarizing themselves with existing conditions, would be beneficial. It would seem that the principle of the open door between the local managements and the Denver office could not be too fully maintained. Suggestions should be welcomed, and considered without fail, and action taken on suggestions or substantial reasons given for

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failure to act. Any other policy occasions discouragement, leads to many matters not being brought up, fosters indifference, apathy, or neglect. An attitude of the kind on the part of a local Manager is certain to be reflected in his relations with his officials. If his suggestions fail of speedy consideration, or meet with indifferent replies, he will discourage suggestions from superintendents, and so on down the line. Something very definite in the way of policy should be understood by all and carefully enforced. Besides personal visits of President and officers to the several factories, Managers should be invited into conference with Denver officials, individually and collectively. At least two conferences annually, at which all local Managers and Denver officials could be present, should be held.

Contact by the Denver Management with superintendents, foremen, and other employees is equally necessary and important. This obviously must be obtained through representation. An officer or officers should be appointed who will be in immediate touch with the President of the Company and other of its head officers, and who will also be in constant touch with the operating forces. Such an officer should be in a position to represent the attitude of the head office towards all outside officials and workers on such matters as those pertaining to fair and just dealings between superior and subordinates, the well-being of workers in their living and working conditions, etc., etc. He should come, as a matter of course and duty, into direct touch

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with all classes - superintendents, foremen, mechanics, and laborers, either immediately or through their representatives - and should be in a position to express the attitude of the head office on all questions that arise. Such an officer should keep the head office informed of all matters pertaining to living and working conditions which require attention; and likewise keep interested parties informed of action taken.

Within the several factories, joint committees of management's representatives and employees' representatives, meeting regularly and concerned with all activities which touch living and working conditions and terms of employment, will afford means of bringing different classes together and furthering co-operation between them. The Management's Representative should assist in forming such committees, and arranging their procedure. He should be the medium through which the attention of the head office would be brought to matters requiring attention, or recommendations necessitating action.

With respect to the farmers, there is need of closer contact between the Denver office and Managers of local factories, to keep the Denver office aware of movements that are likely to be started, and also to enlist sympathy of farmers in the Company's concerns. The necessity of explaining mutual interests through personal contacts is all-important. The work of the Agricultural Superintendent and field men is not enough. From the nature of their duties, they are concerned with getting out of the farmer all they can and keeping him up to the letter of the contract.

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They are like foremen and superintendents in relation to men under them. To allow workingmen and farmers to gain their impression of a Company's attitude, policy, and interest in their lives only from the men whose duty it is to exact service in as large measure as possible is to permit a false opinion to grow up, and an attitude of hostility based on assumed hostile interests to be gradually assumed. There should be, as farmers, a larger measure of personal contact with the President of the Company, the Denver officers, and the local Managers; and wherever this is impossible, its purpose should be met by some officer or officers specially appointed whose duty it will be to keep the farmers in constant touch with the head office, and the head office in constant touch with the farmers. Such a Management's Agricultural Representative should be in touch, not only with the farmers, but also with the Agricultural Superintendents and the field men. He should be at the call of the latter or of any of the farmers, to deal with any matters in dispute or requiring attention. He should be constantly on the alert to learn of any grievances farmers may have, and how policy may be changed to improve relations. In some districts, it would appear that stations are insufficient in number, causing discontent in matters of haulage; or that Company was being placed under obligation to farmers through obtaining loan of part of ground for ~~dumps~~ silos, instead of making the obligation the other way around, by owning land and giving farmers certain privileges. Constant reports to head office

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with respect to conversations with farmers, local bankers, field men, etc., are certain to be of service. A big man necessary for this work.

Work in offices should be so organized as to afford Managers more time for contacts of this kind, and less to do in way of administration duties. The vision necessary to the wise policies is being lost through routine duties which circumscribe it. This again is a condition which the organization of industry on a 12 hour shift basis served to aggravate. The thought of Managers, superintendents, and foremen is necessarily so occupied with getting through with pressure of day's work that no time whatever is left to see drift of events and tendencies, obvious needs, etc., and to recommend wise policies.

As to relations between those in authority and those under authority, which give rise to such class of questions as arbitrary behaviour, favoritism, injustice of one kind or another, the impression one gains in seeing conditions from a hurried survey and from the top down, is that on the whole the spirit which prevails is remarkably good. The men in positions of Managers and Superintendents impress one as being of a class who are humane and considerate and just. The Company seems particularly fortunate in this regard. At the same time, among the officers themselves there is candid admission that conditions in this regard differ as between factories, and that some restraint from the head office

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upon subordinate officials which will help to indicate the Company's policy of justice and humaneness in all dealings with labor, would be an assistance rather than a hindrance to the local management in maintaining discipline, and good-will. It does not appear that Labor feels free to speak out its mind concerning injustice or unfair conditions or grievances of any kind, save to the immediately superior officer. A discipline more or less like that of the army obtains in this regard. An arbitrary foreman or superintendent might well prevent a real grievance, or unfair condition, or his own arbitrary behaviour, from ever being brought to the attention of those higher in authority. Some device as that of a management's representative to be in constant touch with representatives of the men would appear to be a means of detecting grievances and injustices in their incipient stages and preventing unrest from developing.

On account of the size of the factories, the small numbers of those employed and the closer contacts between the local management and the men than that which prevails in most other industries employing men in like numbers, it would not seem necessary to elaborate any machinery for the settlement of disputes and differences that may arise, beyond that of making quite clear to all employed what their rights are in the way of appeal from subordinates to higher authority, and through their representatives to representatives of the head office management. Inasmuch as the State of Colorado Law requires the intervention of the State Commission in disputes prior to a lockout or strike, it would

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seem wise to take account of all the possible advantages and limitations of this course of procedure and so draft a course of procedure in the orderly and expeditious settlement of differences as to turn it to the advantage of the industry. The many separate factories of the Company make possible, in case of serious differences involving large numbers of men in any one concern, a reference to arbitration which would confine the discussion of controversy within the industry itself, and avoid intervention of State or Federal authorities in the adjustment of such matters.

As to hiring and firing, it would appear that this should be done through a central agency, with headquarters at Denver. The right of foremen and superintendents to be restricted to suspension and recommendation for transfer, dismissal, etc.

Offences for which dismissal the penalty should be posted.

The Company's industrial relations seem to group themselves under the following main divisions:

(1) Employment - and matters pertaining thereto,
including hiring and firing.
(2) Health of Employees - and matters pertaining thereto,
including sanitation - ventilation
welfare:- toilet, lockers, baths, rest rooms, canteen.
(3) Accidents and Insurance - and matters pertaining thereto.

(4) Housing - and matters pertaining thereto,
including living conditions - houses - dormitories - gardens, etc.
(5) Avoidance of Disputes - their prevention and settlement - promotion
of harmonious relations - co-operation with respect to processes,&c
(6) Statistical - including information with respect to all the above, and
other matters of interest, especially such as pertain to
cost of living (comparative) - wages - hours, etc.

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The several matters embraced under industrial relations, and which are concerned with the human contacts in Industry, as distinguished from the organization, processes of production, output, costs, etc., etc., should be grouped in one department, to be known as the Industrial Relations Department, to be administered by a Manager, who should combine in himself, or have in the person of others, the necessary personnel to properly supervise and administer branches relating to these several activities.

As appropriations are necessary for the work, and since as much of the work itself as possible should be carried out through the existing organization, it is desirable that the Manager of the Industrial Relations Department should be in intimate and close relationship with the executive officers of the Company, and be one of their number. He should be competent to compile and present a budget of the Company's needs for industrial relations, and have the executive capacity to see that necessary work is carried out and policies duly executed.

To ensure the co-operation of the existing organization of the Company, and the consideration of the Industrial Relations needs in relation to other expenditures of the Company, it would seem desirable to have an Advisory Board of Company's officers to consider and pass in first instance on proposed expenditures. The Board should meet at regular intervals at least four times in each year, and have opportunity of the securing the fullest information on all questions to be brought before it. Its recommendations should be made to the President of the Company for his approval.

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Careful minutes of the Board's meetings should be kept. Heads of ~~branches~~ divisions of the Industrial Relations Department should be allowed to present their work and needs, and be brought into conference; also local Managers or other persons having special knowledge or duties pertaining to the Board's needs.

The Manager of the Industrial Relations Department should be the Executive Secretary of the Advisory Board, which should be known as the Great Western Sugar Company's Advisory Board on Industrial Relations. Its Chairman should be the officer next highest to the President of the Company.

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C 27230

~~First~~ Draft Plan

Prepared, week ending
November 23, 1918.

THE GREAT WESTERN SUGAR COMPANY

Department of Industrial Relations

and

Plan of Industrial Representation [redacted]

~~in matters pertaining to~~

~~Employment, Working, and Living Conditions~~

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Purpose:

The Great Western Sugar Company recognizes that the successful and progressive development of the industry it controls rests primarily upon the well-being of those who contribute their services to the work of production, and is best promoted by a spirit of hearty co-operation on the part of all who are engaged in its several activities.

The extension of manufacturing operations consequent upon the growth of the Company's business has correspondingly increased the significance and importance of all that pertains to human relations, ~~within the industry,~~ and has served to emphasize the need for ~~incorporation~~ establishment, within the Company organization, of a department specially concerned with whatever relates to the well-being of the Company's employees, and the maintenance of just and harmonious relations.

The need of providing more effective means of communication and personal contact between the Management and all classes of employees with respect to matters pertaining to employment, working and living conditions, is one which the expansion of industrial operations has also imposed. This need, it is believed, can best be met by the adoption of some method of representation which will ensure to employees a voice in the determination and control of conditions affecting their well-being, and by the maintenance of the principle of

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the open door between the Management and employees whereby regular facilities will be afforded for access by representatives of the employees to the Management, and of consultation by the Management with employees' representatives.

The re-establishment of the Army in civil life, and other adjustments incidental to the period of reconstruction upon which the country has entered, render more imperative than ever the adoption of means whereby the respective interests of the Management and employees in all that relates to works organization, changes in terms and conditions of employment and general efficiency, may be considered in common, and necessary readjustments made in a manner which will take account of the necessities and interests of all concerned.

To meet the needs outlined, and to provide the necessary organization wherewith to effect the general objects mentioned, the Board of Directors of the Company has sanctioned the adoption of principles and policies as herein set forth to govern relations within the industry; and has authorized the establishment of a Department of Industrial Relations and a Plan of Representation of the Company's employees as herein provided. It is hoped by the Company that its action, in the particulars indicated, may also serve as a contribution toward the reorganization of industry in America upon lines which ~~will make for permanent~~ lead to improvement in the relations of the several parties to industry.

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PART One

DEPARTMENT OF INDUSTRIAL RELATIONS

Organization of Department of Industrial Relations:

A department of Industrial Relations shall be organized at the head offices of the Company in Denver, to be concerned exclusively with the supervision of all matters pertaining to the well-being of the Company's employees, the maintenance of just and harmonious relations between persons engaged in or connected with the ~~industry~~ Company, and the formulation and administration of labor policies. The Department shall be concerned with relations between the Company and beet growers with respect to such matters as the President of the Company may from time to time determine.

Personnel of Department of Industrial Relations:

The Department of Industrial Relations shall be administered by an officer of the Company, to be known as the Manager of Industrial Relations, who shall have associated with him such other officers and executive assistants as may be necessary to ensure adequate supervision of all matters pertaining to employment and working and living conditions at the Company's factories and subsidiary enterprises in Colorado,

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Montana, Wyoming, and Nebraska, and South Dakota.

The administrative work of the Company shall be so organized that the work of officers of the Company having at present to do in whole or in part with industrial relations in any of the particulars herein mentioned shall be related to the Department of Industrial Relations in such a manner as to admit of continuous co-operation with the Department in its work and co-ordination of activities along lines of highest efficiency.

Advisory Board on Industrial Relations:

The work of the Department of Industrial Relations shall be administered with the assistance and subject to the direction of an Advisory Board on Industrial Relations. The ~~senior Assistant General Manager~~ First Vice President of the Company shall be the Chairman of the Advisory Board, and its perennnel shall include the Second Vice President, ~~the~~ other Assistant General Managers, ~~the First and Second Vice Presidents of the Company~~, the Chief Engineer, the General Agriculturist, the Manager of Industrial Relations, and such other officers or members of the Company as the President may designate.

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Duties and Powers of Advisory Board:

The Advisory Board shall have authority to consider any matters which come within the purview of the Department of Industrial Relations, and to recommend such appropriations for the carrying on and extension of work incidental to the Department's activities as may from time to time be necessary and desirable. The Advisory Board may also make recommendations on matters of policy.

All recommendations involving appropriation or affecting policy by the Advisory Board shall be subject to the approval of the President of the Company, The President may give or withhold his approval, subject to subsequent authorization by the Board of Directors.

Executive Secretary of Advisory Board on Industrial Relations:

The Manager of Industrial Relations shall fill the position of Executive Secretary of the Advisory Board. It shall be his duty to see that the Board is fully advised of all matters pertaining to industrial relations which are deserving of the Company's consideration, to keep careful and complete records of the Board's transactions and proceedings, and to see that such action is taken with respect to the duly approved policies and recommendations of the Board as will ensure their execution in a prompt and satisfactory manner.

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Relations between the Advisory Board, the Board of Directors, and the President of the Company:

Nothing herein shall in any way limit any powers of the Board of Directors or the President of the Company with respect to the initiation or change of labor policies, or with respect to any other matter pertaining to industrial relations. The Board of Directors or the President may at all times refer any matters to the Advisory Board or the Department of Industrial Relations for consideration and report.

Recommendations of appropriations and policies, and transactions of the Advisory Board shall be communicated to the President of the Company in writing by the Executive Secretary; and the President's decisions or comments shall be communicated in like manner to the Executive Secretary, who shall forthwith take such action thereon as the circumstances warrant. A like procedure shall be followed with respect to all matters of policy or otherwise initiated by or referred to the Board of Directors. All communications between the Board of Directors and the Advisory Board shall be through the President of the Company.

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Meetings of the Advisory Board:

Regular meetings of the Advisory Board shall be held quarterly throughout the year, on or about the first Wednesday in the months of March, June, September, and December. Special meetings of the Board may be held at any time upon call of the Chairman of the Board or upon request of the President of the Company.

Relation of Managers and Superintendents to the Advisory Board:

To ensure consideration of any matters which, in the opinion of Managers or Superintendents of any of the Company's factories, are deserving of attention by the Advisory Board, it shall be understood, as a part of the Company's policy, that suggestions from any source will be welcome, and that Managers and Superintendents shall be free at all times to correspond with the Executive Secretary of the Board upon such matters; and that they will be considered by the Board at the first meeting thereafter. All such communications shall be duly acknowledged by the Executive Secretary of the Board, and care shall be taken by him to see that the Board is provided with such information in respect to the matters referred to as will enable it to take prompt and speedy action thereon.

The Advisory Board shall have the right to invite into conference, at any of its meetings, any or all of the Managers of local factories, or any other person or officials in the Company's employ.

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Distribution of the Work of the Department of Industrial Relations:

The work of the Department of Industrial Relations shall be so ~~divided~~ conducted as to ensure the fullest measure of attainment of the objects for which the Department is established, and the highest efficiency in co-ordination of function and co-operation between all members of the Company having to do with any phase of industrial relations.

Where the organization of the Company permits, the work of any division may be conducted in whole or in part by any existing branch of the Company's organization specially qualified to carry on such work, but the work thus administered shall be so conducted as to allow of direction and supervision by the Manager of Industrial Relations with respect to such part of the work of the Company as pertains to the Department of Industrial Relations.

In like manner, any division of the Department of Industrial Relations may co-operate or be combined with any branch of the Company's organization to carry out in whole or in part such portion of its work as such division of the Department of Industrial Relations may appear specially qualified or competent to undertake.

Where the scope and importance of the work of any division necessitates and justify some one person's attention being exclusively given to the ~~execution or supervision~~ of duties pertaining thereto, the work of such division shall be assigned to an official designated so as appropriately to relate his position to the effective discharge of its duties.

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Where the work of any division, either in importance or in amount, is not sufficient of itself to warrant the exclusive attention of a specially designated official, it shall be combined with the work of some other division, and the duties pertaining thereto discharged in such manner as the Manager of Industrial Relations may determine.

The Company shall provide such clerical assistance as may be required for the adequate discharge of the work of the Industrial Relations Department in all its divisions.

Divisions of the Department of Industrial Relations:

The following shall constitute main divisions of the Department of Industrial Relations, at the time of its organization. Other divisions may be added from time to time upon recommendation of the Advisory Board:

1. Statistics and Publicity.
2. Employment.
3. Housing.
4. Health and Welfare (including Works Sanitation).
5. Accident and Insurance.
6. Industrial Representation.

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The Statistics and Publicity Division:

The Division of Statistics and Publicity shall be concerned with the collection, classification, compilation, and publication of statistical and other data, and with the conducting of investigations relative to the work of the Department of Industrial Relations. Such compilations and investigations shall include information and statistics pertaining to such matters as:

(1) The number, age, sex, nationality, domestic relations, etc., of employees;

(2) Labor turnover, by locality, seasons; engagements, dismissals, engagements, causes, etc.

(3) Housing accomodation in different localities, rents, etc.

(4) Accidents, disease - nature, causes, losses due to, etc., etc.

(5) Health, sanitation, lighting, ventilation, etc.

(6) Cost of living, prices, etc., comparative tables.

(7) Wages, hours, etc., comparative tables.

The Division of Statistics and Publicity shall also be concerned with the publication of any matter relating to the work of the Department of Industrial Relations, and with the editing and publication of a monthly periodical for distribution to the public and among the employees and other members of the Company, such publication to be especially related to the work of the Department of Industrial Relations.

The Statistics and Publicity Division shall be under the immediate supervision of the Manager of Industrial Relations; and the several divisions of the Department of Industrial Relations

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shall co-operate with the Division of Statistics and Publicity in providing statistical and descriptive data of value to the Department, and of interest to readers of the monthly periodical.

The Employment Division:

The Employment Division shall be concerned with the hiring of employees for the several factories, and with matters pertaining thereto. It shall be under the immediate direction of an official to be known as the ~~Employment Manager, or~~ Superintendent of Employment, who shall have a central office at Denver, and a local office at each of the several factories. An employment clerk shall be attached to each of the local offices, and shall discharge the duties pertaining to the office in such manner as the Superintendent of Employment may determine.

Where the duties of an employment clerk are not sufficiently onerous to occupy the entire time of one person, during the whole or any part of a year, the position of employment clerk at the several factories may be filled by any ~~official of the Company or other~~ employee designated by the Management.

It shall be the duty of the ~~Employment Manager~~ Superintendent of Employment to consider and adopt methods best calculated to obtain for the several factories labor in the quantity and of the quality desired. All labor required for the several factories shall be engaged by

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Superintendent of
the Employment ~~Manager~~, either at the head office in Denver or at the local offices, in accordance with methods to be approved by him. He shall ~~keep a record of all applicants for employment, and~~ shall provide for the physical examination of applicants in accordance with methods to be agreed upon with the Manager of Industrial Relations, and shall keep full and complete statistical records of all labor in the Company's employ, including a record of all applications, engagements, transfers, suspensions, dismissals, as well as a record of all persons quitting the Company's employ, with classification of the reasons therefor, and other data calculated to be of service to the Company in accounting for labor turnover, or in other ways.

The work of the employment of labor at Denver and at each of the several factories shall be so co-ordinated that the records of the head office shall correspond ~~exactly~~ with the records/of the factories, which records shall at all times be at each complete in themselves. The distribution of labor as between the several factories shall be so conducted as to meet the needs of the several localities in a manner which will best serve the interests of the Company.

The discharge of labor from the Company's employ shall also be under the supervision and control of the Superintendent of Employment, ~~Manager~~, who shall regulate ~~such~~ discharge in accordance with such policies as are agreed upon with the Manager of Industrial Relations, or as the Advisory Board may from time to time determine.

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The Company's policy with respect to both hiring and discharge of labor shall be clearly defined and made definitely known to all persons likely to be affected thereby.

The Housing Division:

The Housing Division shall be concerned with all matters pertaining to the housing accomodation of employees, including the control, management, and maintenance of the Company's dormitories and houses, and ~~shall have~~ with supervision of the living conditions of employees. It shall be under the immediate direction of an officer to be designated the Superintendent of Housing, who shall ~~and shall conduct surveys into the extent of housing accomodation in the several localities in which the Company's factories are situated, and~~ devise ways and means of providing such accomodation as may be necessary to meet the needs of the Company's employees in a manner which will serve to secure for the Company a desirable class of labor, ~~and permanency in its tenure.~~

The Housing Division shall help the Advisory Board informed of the Company's needs in this particular, and gather information likely to be of assistance to the Advisory Board in determining matters of policy with respect to the erection of dwellings for its employees, their rental or sale, the class of dwelling most desirable, gardens, etc.

The Housing Division shall co-operate, on the one hand, with

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the Employment Division in determining the needs of the several localities in the matter of housing accomodation, and with the Health and Welfare Division in determining the interior economy of dwellings to be erected, and matters such as relate to location, sanitation, etc.

The Health and Welfare Division:

The Health and Welfare Division shall be concerned with all matters pertaining to the health of the employees, and particularly with such matters as temperature, lighting, ventilation, and other aspects of works sanitation in the several factories. The Health and Welfare Division shall be under the immediate direction of a medical or sanitary expert, to be known as the Superintendent of Health, and shall consider, amongst other things, methods of improving working conditions as as to protect the health of employees, and add to their comfort and convenience while within the factory and its immediate surroundings.

The following, among other features of welfare work, shall receive the constant attention of the Division:

The provision for employees of adequate locker accomodation, bathing and toilet facilities, the arrangemnnt of meal hours and rest periods, and of suitable accomodation for the enjoyment of both, the supervision of the canteen service, the provision and maintenance of first aid equipment, and the supervision of the services of local physicians wherever employed.

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The Health Division shall make careful surveys and study respecting the effect upon the health of workers of processes, conditions, and environment, and shall keep careful and complete records of the absences of employees from work, together with the causes thereof. It shall be constantly on the lookout for means to improve the sanitation, lighting, and ventilation of the factories and to prevent accidents. The Superintendent of Health shall freely consult with officials and other employees from time to time as to means of improving conditions, and it shall be made known that it is a part of the Company's policy to have any one in its employ bring to his attention matters pertaining to the health and comfort of employees which may be deemed to be deserving of his consideration.

The Accident and Insurance Division:

The Accident and Insurance Division shall be concerned with the administration of the Company's Benefit Insurance, and of all matters pertaining to the prevention of accidents. It shall be under the immediate direction of an official of the Company to be known as the Superintendent or Manager of Insurance, and shall be in close touch with the Division of Health and Welfare. It shall have control of all benefit features of the Company's work, and have to do with such matters as compassionate allowances, financial or other assistance to employees. It shall be free to enlist the services of the Company's legal department on behalf of employees where in the judgment of the Manager of Insurance such a course is necessary or desirable.

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The Industrial Relations Division:

The Industrial Relations Division shall be concerned with the administration of the Plan of Representation of Employees in matters pertaining to employment, working, and living conditions. It shall be under the immediate direction of the Manager of Industrial Relations, who shall supervise the conduct of elections, the work of joint committees and conferences , and the duties of the Management's Industrial Representative appointed under the Plan of Industrial Representation.

Co-operation between Divisions in Work of Industrial Relations Department:

At all times, but especially during inter-campaign periods, the services of the Superintendents and clerks of the several divisions shall be available for assistance in the work of any division, as may be determined by the Manager of Industrial Relations, subject to the approval of the Advisory Board or the President of the Company.

Upon the recommendation of the Advisory Board, and approval by the President of the Company, the duties of the head of any Division of the Industrial Relations' Department may be assigned in whole or in part to the Management's Industrial Representative (or Representatives) appointed under the Plan of Industrial Representation.

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Company Periodical

The Company shall publish, under the direction of the Manager of Industrial Relations, a periodical which shall be a means of communication between the Management, the employees, and the public, concerning the policies and activities of the Company and its employees. This periodical shall be used as a means of co-ordinating, harmonizing, and furthering the work of the Industrial Relations Department, and of acquainting all parties with what is being done by the several divisions.

It shall contain mention of the personnel of the Company's officers, the management's and employees' representatives, the members of joint committees, and the proceedings of meetings, and conferences in which employees are likely to be interested. It shall also be a medium for recording data and events, and making announcements with reference to Company matters, and for diffusing information likely to be of general interest.

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Part Two

Rep of Industrial REPRESENTATION ~~OF EMPLOYEES~~

~~in matters pertaining to~~

~~Employment, Working and Living Conditions~~

I

THE EMPLOYEES' REPRESENTATIVES

Employees entitled to elect Representatives:

1. At each of the factories of the Company, employees shall be entitled to elect from among their own number duly authorized representatives with power, as hereinafter set forth, to act on their behalf on any matters pertaining to their employment, working, and living conditions.

2. Company officials, salaried employees, and persons having the power to hire and discharge, shall not be entitled to act as representatives, or be qualified to vote.

The Basis of Representation:

1. Employees' Representatives, to be known as full term Representatives, shall be elected annually, and shall be chosen in the first instance, during the inter-campaign season, from among the Company's permanent employees. The number of Representatives

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thus elected shall be increased during the period of the campaign by Representatives, to be known as temporary Representatives, to be chosen, as hereinafter provided, by employees taken on for the work of the campaign.

2. In factories having, at the time of the inter-campaign election, approximately _____ employees or under, one full-term Representative shall be elected for every _____ employees.

In factories having, at the time of the inter-campaign election, over _____ and under _____ employees, one full-term Representative shall be elected for every _____ employees.

In factories having, at the time of the inter-campaign election, over _____ employees, one full-term Representative shall be elected for every _____ employees.

At the time of the campaign election, one additional temporary Representative shall be elected for every one hundred persons added to the Company's employ on and after the opening of the campaign season, and who may be in the employ of the Company at the time the election of temporary Representatives is being held.

Term of Representatives:

1. Full-term Representatives shall hold office for one year.

2. Temporary Representatives shall hold office for the period only of the campaign.

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3. Any representative shall be eligible for re-election.

4. A representative shall immediately and automatically cease to hold office upon severance of his relations with the Company, and shall resign from the office of representative if so requested on petition signed by two-thirds of the qualified voters in his factory.

5. Vacancies in the office of representative shall be filled in such manner, and at such time, as the Manager of Industrial Relations may determine.

Qualifications of Representatives and Voters:

1. Full-term Representatives. Any employee, not disqualified as above, whose name appears on the Company's pay rolls for a period in all of two months in the months of the year preceding the date of the inter-campaign election, who is in the employ of the Company at the time the elections are being held, and who is eighteen (18) years of age or over, and an American citizen, or a declarant for American citizenship, shall be eligible for election as a full-term representative, and shall be qualified to vote for such representatives.

2. Temporary Representatives. Any employee, not disqualified as above, whose name appears on the Company's pay rolls for a period in all of twenty-one (21) days in the period preceding the date of the campaign election, and who is in the employ of the Company at the time the elections are being held, and who

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is eighteen (18) years of age or over, and an American citizen, or a declarant for American citizenship, shall be eligible for election as a temporary representative, and shall be qualified to vote, provided he may not have voted for a full-term representative in the inter-campaign election.

Method of Conducting Elections:

1. The election of full-term representatives shall be held on or about the 15th of May; and the election of temporary representatives on or about the 15th of November. Notices of the elections shall be posted on the bulletin boards in the various factories one week prior to the elections.

2. The election of representatives shall be by secret ballot, and so conducted as to avoid undue influence or interference with voters in any manner whatsoever, and to prevent any fraud in the count or otherwise.

3. On the day of elections, each duly qualified voter shall be furnished with a ballot indicating the number of representatives to be elected, on which he will write, or have written, as his choice, the name of the fellow employees whom he wishes to elect as representatives.

4. A voter may, if he so desires, vote for twice as many fellow employees as there are representatives to be elected, but no more.

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5. If on any ballot the same name is written more than once, it shall be counted but once.

6. If the number of names written on any ballot should exceed the number which the voter is entitled to write, only the first names, to the number of representatives to be elected, shall be counted.

7. The elected representatives shall be those employees whose names, to the number of representatives to be elected, appear oftenest on the ballots.

8. In the event of a tie, seniority in the Company's employ immediately preceding the date of election shall determine the choice.

9. The Manager of Industrial Relations shall supervise the conduct of elections, and shall see that they are so conducted that both the management and employees have reason to have every confidence in the manner in which they are carried on. To this end, he shall arrange:

(i) that the ballot of each employee, properly filled out as above, will be deposited by the employee himself in a ballot box, which will be presented to the employees at some convenient time within the hours fixed for holding the elections;

(ii) that one or more of the employees, and one or more of the officials of the Company act as tellers, and safeguard the taking of the vote; and that the ballot boxes remain in their custody until the ballots are counted;

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(iii) that the ballots are openly counted in such manner that employees or persons on their behalf may be present to witness the count;

(iv) that the voting is so conducted that employees on all shifts shall have a right to vote before the ballots are counted;

(v) that the ballots be counted as soon as possible after the close of viting, and that lists in duplicate, showing the number of votes cast for each person, shall be prepared and signed by the tellers; one of which lists shall be posted on a bulletin board in a conspicuous place, and one forwarded to the Manager of Industrial Relations;

(vi) that the ballots, after being counted, are carefully sealed and sent to the Manager of Industrial Relations, who shall retain them in his custody for a period of two weeks, within which time it shall be permissible for the employees to appeal to the Manager of Industrial Relations against any alleged fraud or unfairness in the conduct of the elections or the validity of the count. If the Manager of Industrial Relations has reason to believe that the irregularities complained of were substantial, and that the outcome of the elections has been affected thereby, he shall order a new election. If the appeal discloses substantial grounds and is made in the form of a petition for a new election signed by two-thirds of the employees entitled to vote, a new election shall be granted, without the exercise of any option by the Manager of Industrial Relations.

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II

THE MANAGEMENT'S REPRESENTATIVES

1. To facilitate close relationship between the Management and employees, the President of the Company shall appoint a Management's Representative or Representatives, who shall be known as the Management's Industrial Representative, and be concerned exclusively with keeping the Management in touch with the employees through their representatives, and otherwise, in seeing that just and harmonious relations are maintained between the employees and those in authority over them. The Management, as hereinafter provided, shall also be represented on joint committees and in conferences with representatives of the employees, by officials of the Company to be designated by the Managers of the several factories.

2. The Management's Industrial Representative (or Representatives) shall represent the Management in negotiations with the employees' representatives and committees, and in such other ways as the President or Advisory Board may determine. The Manager of Industrial Relations shall act for the President and Advisory Board in seeing that the rights and duties of the Management's Industrial Representative are duly safeguarded and performed; but the Management's Industrial Representative shall be directly responsible to the President of the Company for his authority, and answerable to the President for the manner of its exercise.

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3. To further the effective discharge of the duties of the Management's Industrial Representative, the factories of the Great Western Sugar Company shall be grouped in divisions as follows:

The Colorado Division - to include the factories at Eaton; Greeley; Windsor; Fort Collins; Loveland; Longmont; Brighton; Sterling; Brush; and Fort Morgan.

The Wyoming and Montana Division - to include the factories at Billings; ~~Montana~~; and Lovell.

The Nebraska Division - to include the factories at Scottsbluff; Gering; and Bayard.

4. A Management's Representative shall be appointed for each of the above named divisions.

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III

JOINT REPRESENTATION OF
MANAGEMENT AND EMPLOYEES

To afford a means for securing to employees a greater share in and responsibility for the determination and observation of the conditions under which their work is carried on, together with a better understanding and closer co-operation between the employees and the management in all matters pertaining to employment, working, and living conditions, the machinery of representation as hereinbefore provided shall be utilized to effect these ends by:

(A) Close and frequent contact between the Management's Industrial Representative and the Employees' Representatives.

(B) Regular meetings of joint committees (or works committees) composed of representatives of the employees and of the management.

(C) Annual or special conferences.

A

Interviews of Management's Industrial Representative

1. The Management's Industrial Representative shall respond promptly to any request from Employees' Representatives, and shall interview all of the Representatives from time to time, but not less frequently than once every month, with reference to matters of concern to employees; and report the result of such interviews to the Management.

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2. The Management's Industrial Representative shall also be available for purposes of conference by foremen and superintendents with respect to any matter pertaining to their relations with employees, or officials of the Company, and shall be free at all times to confer with foremen and superintendents with respect to any matters of concern to employees or the management.

B

Joint Committees

Nature and Membership of Joint Committees:

1. Immediately following their election in May, the full-term representatives at each of the factories shall meet together and designate one or more of their number to serve with representatives of the Management on the following joint committees:

(1) Joint Committee on Employment and Working Conditions.

(2) Joint Committee on Housing and Living Conditions.

(3) Joint Committee on Health and Safety (including works sanitation).

2. Each joint committee shall be composed of at least six members: three to be representative of the employees, and three representative of the management. For the period of the campaign, the size of the committees shall be increased so as to include on one or other or all of the committees the employees chosen as temporary representatives. The temporary representatives, immediately following

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their election, shall determine among themselves to which committees they will be severally assigned. The Management shall be entitled to increase correspondingly its representation on the joint committees.

3. Where at any factory the number of employees' representatives required to make up the necessary quote on the several joint committees exceeds ~~in number~~ the number of employees' representatives elected, the elected representatives shall select, from among their fellow-employees in the factory, such number as may be required to make up the necessary quota; and, upon expressing their willingness ~~to~~ to serve, such employees shall become members of the joint committees to which they are assigned.

4. No employees' representative shall be entitled to serve on more than one joint committee. Owing to the relatively smaller number of Company officials, this rule shall not apply to the management's representatives on joint committees.

5. Vacancies on joint committees shall be filled, in the case of the employees' representatives, by those of their number already serving on such committees; and in the case of the management's representatives, by the Manager of the factory.

6. The Management's representatives on the joint committees shall be named by the Manager of the factory. They may equal, but shall not exceed in number the employees' representatives.

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7. By joint consent of the employees' representatives and the Management's Industrial Representative, the membership of any joint committee may be reduced or increased; or any two or more joint committees may be combined; or any new or special joint committee formed.

8. Joint committees shall choose their own chairmen and secretaries, and arrange their own procedure. They shall be presided over alternately by representatives of the employees and of the management.

Meetings and Powers of Joint Committees:

1. Regular meetings of joint committees shall be held at least once every three months, at a time and place to be arranged by the Manager of ~~the factory.~~ Industrial Relations after conference with the Manager of the Factory.

2. Special meetings of joint committees may be held, as occasion may require, upon agreement between the Management's Industrial Representative and the employees' representatives, or upon the direction of the Manager of Industrial Relations.

3. For time necessarily occupied in actual attendance at regular meetings, or at special meetings called during working hours, employees' representatives shall receive from the Company payment commensurate with their average earnings.

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4. The joint committees shall have jurisdiction to consider the subjects indicated by their respective titles, and such other matters and things as may from time to time be brought before them for consideration by the employees' representatives or the management's representatives.

5. Any matter may be referred by the Management, through the Management's Industrial Representative, to any joint committee for consideration and report; and any matter may be presented by a joint committee to the management through the Management's Industrial Representative.

6. Any employee or employees' representative shall have the right to appear before and be heard by a joint committee at any one of its regular meetings, on any matter of concern to an appreciable number of employees in the factory.

7. A joint committee, when concerned with matters of interest to the management or to any appreciable number of employees, shall have the right of inviting into conference any employees or officials of the Company concerned with or likely to be ~~inter~~ specially interested in such matters.

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C

Joint Conference

1. In each of the several divisions, an annual joint conference shall be held, at a time and place to be arranged by the Manager of Industrial Relations, to be attended by all the employees' representatives in the division, and by such other officers of the Company as the President may designate.

2. At the annual joint conference, reports covering the work of the year shall be made by the several joint committees, and matters of common interest considered.

3. Upon joint approval of the President of the Company and a majority of the employees' representatives, persons other than those belonging to the Company may be invited to attend any part or the whole of the proceedings of the annual joint conference.

4. The annual joint conferences of any two or all of the divisions may be combined upon joint approval of the President of the Company and a majority of the employees' representatives in each of the divisions.

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~~III~~ IV

PROCEDURE IN MATTERS REQUIRING ADJUSTMENT

In order to provide an orderly expeditious, and effective procedure in the settlement of all matters requiring adjustment, as well also as to protect employees against unjust or arbitrary treatment or any unfair or undesirable condition in their employment, and to assist the Management in the detection of grievances in incipient stages, it is provided that employees shall have the following rights with respect to all such matters, which shall be exercised in the order indicated.

Any matter which in the opinion of any employee or group of employees requires adjustment may be taken up by such employee or employees, either in person or through any one or two of the employees' representatives,

First -

With the Foreman of the work on which such employee or employees are engaged.

Second -

With the Assistant Superintendent or the Superintendent of the factory, or both.

Third -

With the Management's Industrial Representative.

Fourth -

With the Manager of the factory, or the Assistant General Manager of the Division to which the factory belongs, or both.

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In each case, the official appealed to shall endeavor satisfactorily to adjust the matter and effect a settlement of the difference or removal of the condition or injustice complained of.

Fourth -

If a satisfactory disposition of any such matter is not effected within a reasonable time, employees through their representatives may appeal the matter to the President of the Company.

Any appeal to the President of the Company shall be in writing, and be signed by not less than two of the employees' representatives. It shall specify in detail the matter requiring adjustment, and the reasons which have rendered the appeal necessary. The President shall consider any such matter with reasonable promptness, and may adopt such means as to him seem necessary to ascertain the facts and effect a settlement.

Fifth -

If the President of the Company fails to effect a satisfactory settlement, the matter may be referred, if the President and a majority of the employees concerned or of their representatives agree to such reference, to one of the joint committees in any one of the Company's factories; or to an arbitrator, or arbitrators, to be determined at the time according to the nature of the controversy.

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If the President and the employees' representatives are unable to agree upon an arbitrator, or arbitrators, the President shall select one arbitrator, and the employees' representatives shall select one arbitrator; and the two arbitrators thus selected shall endeavor to settle the matter in dispute.

If the two arbitrators are unable to settle the matter in dispute, they shall select a third arbitrator, and the decision of any two of thesethree thus chosen shall be final and binding on both parties.

Sixth -

Should the President prefer not to decide a question at issue, or failing reference to one of the joint committees or to arbitration in the manner herein provided, the matter shall be referred automatically to the State of Colorado Industrial Commission, for settlement by the Commission in accordance with its powers.

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V

MISCELLANEOUS

Independence of Employees' Representatives

1. It is understood that a representative shall be free to discharge his duties in an independent manner, without fear that his individual relations with the Company may be affected in the least degree by any action taken by him in good faith in his representative capacity.

2. To ensure each representative his right to such independent action, he shall have the right to take the question of an alleged personal discrimination against him on account of his acts in his representative capacity, to the Management's Representative, to any of the superior operating officers, and to the President of the Company.

3. Having exercised this right in the consecutive order indicated and failing a satisfactory remedy within fifteen days, a representative shall have, for the ensuing fifteen days, the further right of appeal to the State of Colorado Industrial Commission, or to any district or supreme court judge in the State in which he may reside; and as respects any representative deemed by said Industrial Commission or judge so appealed to, to have been unfairly dealt with, the Company shall make such reparation as the said Commission or judge may direct.

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Amendments

Any method of procedure or other feature herein may be amended at any time by a petition signed or concurred in by two-thirds of the employees' representatives and two-thirds of the members of the Advisory Board.

Cost of Administration

The Company shall defray such expenses as are necessarily incidental to the activities herein provided.

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Part Three.

PRINCIPLES AND POLICIES TO GOVERN RELATIONS BETWEEN THE MANAGEMENT AND EMPLOYEES

1. Observance of Laws, Rules, and Regulations:

There shall be on the part of the Company and its employees, a strict observance of federal and state laws respecting manufacturing and labor, and of the Company's rules and regulations supplementary to the same.

2. The Rights of Management:

The management of the several factories and the direction of the working forces, including the right to hire, suspend, discharge, or transfer, and the right to relieve employees from duty because of lack of work, or for other legitimate reason, is vested exclusively in the Management; and except as expressly restricted herein, these rights shall not be abridged by anything contained herein.

3. The Rights of Employees to be Protected against Summary Dismissal:

For offences other than such as are publicly posted, employees shall not be discharged without first having been notified that a repetition of the offence shall be cause for dismissal. A copy of this notification shall, at the time of its being given to an employee, be sent also to the Management's Representative, to be retained by him for purposes of future reference.

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4. Publicity Concerning Rules, Regulations, Etc.

The policy of the Company is to avoid uncertainty in the minds of its employees as to the terms and conditions of their employment and the rules and regulations of the Company governing the same. Wherever the circumstances appear to warrabt such a course, rules, regulations, and terms and conditions of employment shall be conspicuously posted. Employees are to feel free to inquire of their foremen or superintendents or of the Management's Representative concerning any matter pertaining to their employment of which they may be ignorant or in doubt.

5. Wages and Conditions of Labor:

In fixing wages and conditions of labor, the Company will have regard for the labor standards, wage scales, and other conditions prevailing in the localities concerned. The right of all workers, including common laborers, to a living wage is recognized by the Company, and in fixing wages minimum rates of pay shall be established which will ensure the subsistence of the diligent worker and his family in health and reasonable comfort. In all its industrial relations, the Company shall seek to promote the principle of self-government as well as of equal representation of all interests involved, and the adjustment of these relations on the basis of right principles and collective control.

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6. Hours of Labor:

In order effectively to safeguard the welfare, health, and proper comfort of workers, and to promote efficiency, the Company shall regulate the employment of its labor on a basic eight-hour day.

7. Women in Industry:

Where necessary to employ women on work ordinarily performed by men, they shall be allowed equal pay for equal work, and shall not be allotted tasks disproportionate to their strength. The employment of women in the factories at other than clerical or laboratory work will not be encouraged.

8. No discrimination on account of membership or non-membership in labor or other organizations:

There shall be no discrimination by the Company or by any of its employees on account of membership or non-membership of employees in any society, fraternity, or union.

9. Method of carrying out improvements:

Except where expressly provided for otherwise, improvements in the nature of industrial betterment shall be carried out through the regular Company organization.

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C 27270

First Draft of Plan
Prepared. week ending
November 23, 1918.
(Sheets missing, used as
copy for Second Draft)

THE GREAT WESTERN SUGAR COMPANY

Organization of activities pertaining to

INDUSTRIAL RELATIONS

Preamble

Part I

Department of Industrial Relations

Part II

Plan of Industrial Representation

Part III

— Principles and Policies
governing
Industrial Relations

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C 27271

THE GREAT WESTERN SUGAR COMPANY

Organization of activities pertaining to
Industrial Relations

Part ~~and~~ I

Department of Industrial Relations

Part ~~two~~ II

Plan of Industrial Representation

Representation of Employees

in matters pertaining to

Employment, Working, and Living Conditions

Part ~~three~~ III

Principles and Policies
governing
Industrial Relations

Preamble

I

Article I —

II

Article II —

III

Article III —

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Preamble

Purpose:

The Great Western Sugar Company recognizes that the successful and progressive development of the industry it controls rests primarily upon the well-being of those who contribute their services to the work of production, and is best promoted by a spirit of hearty co-operation on the part of all who are engaged in its several activities.

The extension of manufacturing operations consequent upon the growth of the Company's business has correspondingly increased the significance and importance in its attitude of all that pertains to human relations ~~within the industry~~, and has served to emphasize the need for ~~incorporation~~ the establishment, within the Company organization, ~~of~~ a department specially concerned with whatever relates to the well-being of the Company's employees, and the maintenance of just and harmonious relations.

The need of providing more effective means of communication and personal contact between the Management and all classes of employees with respect to matters pertaining to employment, and working and living conditions, is one which the expansion of industrial operations has also ~~imposed~~ occasioned. This need, it is believed, can best be met by the adoption of some method of representation which will ensure to employees a voice in the determination and control of conditions affecting their well-being, and by the maintenance of the principle of and a means to bargain collectively through chosen representatives;

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the open door between the Management and Employees, whereby regular facilities will be afforded for access by Representatives of the Employees to the Management, and of consultation by the Management with Employees' Representatives.

The re-establishment of the Army in civil life, and other adjustments incidental to the period of reconstruction upon which the country has entered, render more imperative than ever the adoption of means whereby the respective interests of the Management and Employees in all that relates to works organization, changes in terms and conditions of employment and general efficiency, may be considered in common; and necessary readjustments made in a manner which will take account of the necessities and interests of all concerned.

To meet the needs outlined, and to provide the necessary organization wherewith to effect the general objects mentioned, the Board of Directors of the Company has sanctioned the adoption of principles and policies set forth to govern relations; and have authorized the establishment of a Department of Industrial Relations and a Plan of Representation as herein provided. It is hoped by the Company that its action, in the particulars indicated, may also serve as a contribution toward the reorganization of industry in America upon lines which improvement relations of the several parties to industry.

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PART ~~Two~~ I

DEPARTMENT OF INDUSTRIAL RELATIONS

Organization of Department of Industrial Relations:

A department of Industrial Relations shall be organized at the head offices of the Company in Denver, to be concerned exclusively with the supervision of ~~all~~ matters pertaining to the well-being of the Company's employees, the maintenance of just and harmonious relations between persons ~~engaged~~ in ~~or~~ the Company's employ, ~~connected with the Industry,~~ and the formulation and administration of labor policies. ~~The Department shall be concerned with relations between the Company and beet growers with respect to such matters as the President of the Company may from time to time determine.~~

Personnel of Department of Industrial Relations:

The Department of Industrial Relations shall be administered by an officer of the Company, to be known as the Manager of Industrial Relations, and by ~~who shall have associated with him~~ such other officers and executive assistants as may be necessary to ensure adequate supervision of all matters pertaining to employment and working and living conditions at the Company's factories and subsidiary enterprises in Colorado,

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Montana, Wyoming, and Nebraska ~~And South Dakota~~ & Alabama

~~The administrative work of the Company~~ shall be so organized that the work of officers of the Company having at present to do in whole or in part with industrial relations in any of the particulars herein mentioned shall be related to the Department of Industrial Relations in such a manner as to admit of continuous co-operation with the Department in its work and co-ordination of activities along lines of highest efficiency.

Advisory Board on Industrial Relations:

The work of the Department of Industrial Relations shall be administered with the assistance and subject to the direction of an Advisory Board on Industrial Relations. The ~~Senior Assistant General Manager~~ first vice president of the Company shall be the Chairman of the Advisory Board, and its personnel shall include ~~the~~ second vice president, the ~~other~~ Assistant General Managers, ~~the First and Second Vice-Presidents of the Company~~, the Chief Engineer, the General Agriculturist, the Manager of Industrial Relations, and such other officers or members of the Company as the President may designate.

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The Company's policy with respect to both hiring and discharge of labor shall be clearly defined, and made definitely known to all persons likely to be affected thereby.

The Housing Division:

The Housing Division shall be concerned with all matters pertaining to the housing accomodation of employees, including the control, management, and maintenance of the Company's dormitories and houses, and ~~shall have~~ with the supervision of the living conditions of employees. It shall be under the immediate direction of ~~an officer~~ a specially qualified man to be designated ~~the Superintendent of Housing, and who shall~~ who shall be responsible for ~~conduct~~ surveys into the extent of housing accomodation in the several localities in which the Company's factories are situated, and devise ways and means of providing such accomodation as may be necessary to meet the needs of the Company's employees in a manner which will serve to secure for the Company a desirable class of labor, ~~and permanency in its tenure~~.

The Housing Division shall ~~keep the Advisory Board informed of the Company's needs in this particular, and~~ gather information likely to be of assistance to the Advisory Board in determining matters of policy with respect to the erection of dwellings for its employees, their rental or sale, the class of dwelling most desirable, gardens, etc.

The Housing Division shall co-operate, on the one hand, ~~with~~ receive the

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the Employment Division in determining the needs of the several localities in the matter of housing accomodation, and the Health and Welfare Division the interior economy of dwellings to be erected, and matters such as relate to location, sanitation, etc.

The Health and Welfare Division:

The Health and Welfare Division shall be concerned with all matters pertaining to the health of employees, such matters as temperature, lighting, ventilation, and in the several factories. The Health and Welfare Division shall be under the immediate direction of a medical or sanitary expert, and shall consider, amongst other things, methods of improving working conditions so as to protect the health of employees, and add to their comfort and convenience while within the factory and its immediate surroundings.

The following, among other features shall receive the constant attention of the Division:

The provision for employees of adequate locker, bathing and toilet facilities; the arrangemant of meal and rest periods; and of suitable accomodation for the enjoyment of both; the supervision of canteen service; the provision and maintenance of first aid equipment, and the supervision of the services of local physicians wherever

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The Health Division shall make careful surveys and study respecting the effect upon the health of workers of processes, conditions, and environments, and shall keep careful and complete records of the absences of employees from work, together with the causes thereof. ~~It shall be constantly on the lookout for means to improve the sanitation, lighting, and ventilation of the factories, and to prevent accidents.~~ The ~~Superintendent~~ head of the Health and Welfare Division shall freely consult with officials and other employees from time to time as to means of improving conditions, and it shall be ~~made known that it is~~ recognized as a part of the Company's policy to have any ~~one in its employ~~ employee bring to his attention matters pertaining to the health and comfort of employees which may be deemed to be deserving of ~~his consideration~~ consideration.

Shall make periodic inspections of the sanitary and hygienic conditions of the several factories

The Accident and Insurance Division:

The Accident and Insurance Division shall be concerned with the administration of the Company's Benefit Insurance, and with all matters pertaining to the prevention of accidents. It shall be under the immediate direction of an ~~official of the Company~~ expert officer to be appropriately designated, ~~known as the Superintendent or Manager of Insurance, and~~ shall ~~be in close touch with~~ maintain close cooperation with the Division of Health and Welfare. It shall have control of all benefit features of the Company's work, and have to do with such matters as ~~compassionate allowances~~ compassionate allowances, financial or other assistance to employees. It shall be free to enlist the services of the Company's legal department on behalf of employees where in the judgment of the Manager of Insurance such a course is necessary or desirable.

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The Industrial Representation Division:

The Industrial Representation Division shall be concerned with the administration of the Plan of Representation of Industrial and matters pertaining to employment, working, and living conditions as referred to therein. It shall be under the immediate direction of the Manager of Industrial Relations, who shall supervise the procedures outlined in this Plan and cooperate with the Management's Industrial Representative (or Representatives) in the discharge of his duties.

Co-operation between Divisions in Work of Industrial Relations Department:

At all times, but especially during inter-campaign periods, the services of the personnel of the several divisions shall be available for assistance in the work of any division, as may be determined by the Manager of Industrial Relations, subject to the approval of the Advisory Board or the President of the Company.

Upon the recommendation of the Advisory Board, and approval by the President of the Company, the duties of the head of any Division of the Industrial Relations Department may be assigned in whole or in part to the Management's Industrial Representative (or Representatives) appointed under the Plan of Industrial Representation.

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Part II

Plan of Industrial

REPRESENTATION ~~OF EMPLOYEES~~

in matters pertaining to

Employment, Working and Living Conditions

Plan of Industrial Representation

I

THE EMPLOYEES' REPRESENTATIVES

Employees entitled to elect Representatives:

1. At each of the factories of the Company, employees, ~~[illegible]~~ Hourly shall be entitled to elect from among their own number duly authorized representatives with power, as hereinafter set forth, to act on their behalf on any matters pertaining to their employment, working, and living conditions.

2. Company officials, salaried employees, and persons having the power to hire and discharge, shall not be entitled to ~~suffragees~~ act as representatives, or be qualified to vote ~~from such representation~~.

3. ~~The foremen of each of the employees~~ factories shall be entitled to elect from among their own number one duly authorized representative, ~~to represent them on matters of special concern to the workmen of that particular factory~~.

The Basis of Representation: and Terms

1. Employees' Representatives, ~~to be known as full-time Representatives,~~ elected as above shall be elected annually, and shall be chosen ~~in the first instance,~~ during the inter-campaign season, from among the Company's permanent employees. The ~~number of~~ Representatives

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thus elected shall be increased during the period of the campaign by Representatives, to be known as "temporary Representatives," to be chosen, as hereinafter provided, by employees taken on for the work of the campaign.

2. ~~In factories having, at the time of the inter-campaign election, approximately 500 employees or under, one full-term Representative shall be elected for every 200 employees.~~

~~In factories having, at the time of the inter-campaign election, over 500 and under 1000 employees, one full-term Representative shall be elected for every 250 employees.~~

~~In factories having, at the time of the inter-campaign election, over 1000 employees, one full-term Representative shall be elected for every _____ employees.~~

At the time of the campaign election, one additional temporary Representative shall be elected ~~for~~ every ~~one hundred~~ persons added to the Company's employ on and after the opening of the campaign season, and who may be in the employ of the Company at the time the election of temporary Representatives is being held.

Term of Representatives:

~~1. Full-term Representatives shall hold office for one year.~~

2. Temporary Representatives shall hold office for the period only of the campaign.

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3. Any representative shall be eligible for re-election.

4. A representative shall immediately and automatically cease to hold office upon severance of his relations with the Company, and ~~shall resign from the office of representative if so requested~~ shall be recalled on petition signed by two-thirds of the qualified voters in his factory.

5. Vacancies in the office of representative shall be filled in such manner, and at such time, as the Manager of Industrial Relations may determine.

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Company Periodical

The Company shall publish, ~~under the direction of the Manager of Industrial Relations,~~ a periodical which shall be a means of communication between the Management, the employees, and the public, concerning the policies and activities of the Company and its employees. This periodical shall be used as a means of co-ordinating, harmonizing, and furthering the work of the Industrial Relations Department, and of acquainting all parties with what is being done by ~~the~~ several divisions.

It shall contain mention of the personnel of the Company's officers, the management's and employees' representatives, the members of joint committees, and the proceedings of meetings, and conferences in which employees are likely to be interested. It shall also be a medium for recording data and events; ~~and~~ making announcements with reference to Company matters; and ~~for~~ otherwise diffusing information likely to be of general interest.

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3. To further the effective discharge of the duties of the Management's Industrial Representative, and for other purposes the factories of the Great Western Sugar Company shall be grouped in geographical divisions as follows:

The Colorado Division - to include the factories at Eaton; Greeley; Windsor; Fort Collins; Loveland; Longmont; Brighton; Sterling; Brush; and Fort Morgan.

The ~~Wyoming and~~ Montana Division - to include the factories at Billings; ~~Montana~~ Mingold; and Lovell.

The Nebraska Division - to include the factories at Scottsbluff; Gering; and Bayard.

4. A Management's Representative ~~shall~~ may be appointed for each ~~or any~~ of the above named divisions or for any two or more ~~of the divisions combined~~.

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2. The Management's Industrial Representative shall also be available for purposes of conference by foremen and superintendents and other officers of the Company with respect to any matter pertaining to their relations with employees, or officials of the Company, and shall be free at all times to confer with foremen and superintendents with respect to any matters of concern to employees or the management.

B

Joint Committees

Nature and Membership of Joint Committees:

1. Immediately following their elections in May, the full-term representatives at each of the factories shall meet together and designate one or more of their number to serve with representatives of the Management on the following joint committees, to be known as Joint Committees on Industrial Relations:

(1) Joint Committee on Employment and Working Conditions.

(2) Joint Committee on Housing and Living Conditions.

(3) Joint Committee on Health and Safety (including works sanitation).

2. Each joint committee shall be composed of at least six members, three of whom shall be representative of the employees, and three representative of the management. For the period of the campaign, the size of the committees shall be increased so as to include on one of other of the committees the employees chosen as temporary representatives. The temporary representatives, immediately following

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their election, shall determine among themselves to which committees they will be severally assigned. The Management shall be entitled to increase correspondingly its representation on the joint committees.

3. Where at any factory the number of employees' representatives required to make up the necessary quota on the several joint committees exceeds in number the number of employees' representatives elected, the elected representatives shall select, from among their fellow-employees in the factory, such number as may be required to make up the necessary quota; and, upon expressing their willingness to to serve, such employees shall become members of the joint committees to which they are assigned.

4. No employees' representative shall be entitled to serve on more than one joint committee. Owing to the relatively smaller number of Company officials, this rule shall not apply to the management's representatives on joint committees.

5. Vacancies on joint committees shall be filled, in the case of the employees' representatives, by those of their number already serving on such committees; and in the case of the management's representatives, by the Manager of the factory.

6. The Management's representatives on the joint committees shall be named by the Manager of the factory. They may equal, but shall not exceed in number the employees' representatives.

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4. Publicity Concerning Rules, Regulations, Etc.

The policy of the Company is to avoid uncertainty in the minds of its employees as to the terms and conditions of their employment and the rules and regulations of the Company governing the same. ~~Wherever the circumstances appear to warrant such a course, rules, regulations, and terms and conditions of employment shall be conspicuously posted.~~ Employees are to feel free to inquire of their foremen or superintendents or of the Management's Representative concerning any matter pertaining to their employment of which they may be ignorant or in doubt.

5. Wages and Conditions of Labor:

In fixing wages and conditions of labor, the Company will have regard for the labor standards, wage scales, and other conditions prevailing in the localities concerned. The right of all workers, including common laborers, to a living wage is recognized by the Company, and, in fixing wages, minimum rates of pay shall be established which will ~~ensure~~ have regard for the subsistence of the diligent worker and his family in health and reasonable comfort. In ~~all~~ its industrial relations the Company ~~shall~~ will seek to promote the principle of self-government generally, ~~as well as of equal~~ and of representation of all interests involved, and the adjustment of these relations on the basis of right principles and collective control.

6. Health & well-being of Employees

The Company will also to secure its employees against injury to body or health and to afford such reasonable facilities for comfort and convenience of employees as the conditions of their employment will permit.

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The Company will aim to secure its employees against injury to body or health, and to afford such reasonable facilities for comfort ~~of body~~ and convenience of employees as the conditions of their employment will permit.

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7. Hours of Labor:

In order effectively to safeguard the welfare, health, and proper comfort of workers, and to promote efficiency, the Company ~~shall~~ will regulate the employment of its labor on a basic eight-hour day. ~~The~~ change from the 12 hours a~ the 8 hour day, shall be made subject to such gradual

8. Women in Industry: adjustments as may be necessary to provide the necessary ~~supply~~ supervision and ~~the~~ adequate working force.

Where necessary to employ women on work ordinarily performed by men, they shall be allowed equal pay for equal work, and shall not be allotted tasks disproportionate to their strength. The employment of women in the factories at other than clerical or laboratory work will not be encouraged, ~~and shall not be~~ permitted where an adequate supply ~~of male labour is available~~ or for such factory work as scrubbing, cleaning or canteen service

9. No discrimination on account of membership or non-membership in labor or other organizations:

There shall be no discrimination by the Company or by any of its employees on account of membership or non-membership of employees in any society, fraternity, or union.

10. Method of carrying out improvements:

Except where expressly provided for otherwise, improvements in the nature of industrial betterments shall be carried out through the regular Company organization.

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THE GREAT WESTERN SUGAR COMPANY

Organization of activities pertaining to

INDUSTRIAL RELATIONS

Preamble

Part I

Department of Industrial Relations

Part II

Plan of Industrial Representation

Part III

Principles and Policies Governing
Industrial Relations

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PREAMBLE

Purpose:

The Great Western Sugar Company recognizes that the successful and progressive development of the beet-sugar industry ~~it controls~~ rests primarily upon the well-being of those who contribute their services to the work of production, and is best promoted by a spirit of hearty co-operation on the part of all who are engaged in its several activities.

The extension of ~~manufacturing~~ operations consequent upon the growth of the Company's business has correspondingly increased the significance and importance in its affairs of all that pertains to human relations, and has served to emphasize the need for the establishment, within the Company organization, of a department specially concerned with whatever relates to the well-being of the Company's employees, and the maintenance of just and harmonious relations.

The need of providing more effective means of communication and personal contact between the Management and all classes of employees with respect to matters pertaining to employment and working and living conditions is one which the expansion of industrial operations has also occasioned. This need, it is believed, can best be met by the adoption of some method of representation which will ensure to Employees a voice in the determination and control of conditions affecting their well-being, and a means to bargain collectively through chosen representatives; and by the maintenance of the principle of the open door between the Management and Employees, whereby regular facilities will be afforded for access by Representatives of the Employees to the Management, and of consultation by the Management with Employees' Representatives.

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The re-establishment of the Army in civil life, and other adjustments incidental to the period of reconstruction upon which the country has entered, render more imperative than ever the adoption of means whereby the respective interests of the Management and Employees, in all that relates to ~~works~~ factory organization, changes in terms and conditions of employment, and general efficiency, may be considered in common; and necessary readjustments made in a manner which will take account of the necessities and interests of all concerned.

To meet the needs outlined, and to provide the necessary organization wherewith to effect the general objects mentioned, the Board of Directors of the Company has authorized the establishment of a Department of Industrial Relations and a Plan of Industrial Representation, as herein provided, and ~~has sanctioned the adoption of~~ adopted the principles and policies governing industrial relations as herein set forth. It is hoped by the Company that its action, in the particulars indicated, which is in the nature of providing an Industrial Constitution to govern the Company's relations with its employees, may also serve as a contribution toward the reorganization of industry in America upon lines calculated permanently to improve relations between the several parties to industry.

PART I

DEPARTMENT OF INDUSTRIAL RELATIONS

Organization of Department of Industrial Relations:

A department of Industrial Relations shall be organized, ~~at the head offices of the Company in Denver,~~ to be concerned exclusively with the supervision of matters pertaining to the well-being

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of the Company's employees, the maintenance of just and harmonious relations between persons in the Company's employ, and the formulation and administration of labor policies.

Personnel of Department of Industrial Relations:

The Department of Industrial Relations shall be administered by an officer of the Company, to be known as the Manager of Industrial Relations, and such other officers and executive assistants as may be necessary to ensure adequate supervision of all matters pertaining to employment and working and living conditions in the Company's plants in Colorado, Montana, Wyoming, Nebraska, and elsewhere.

Advisory Board on Industrial Relations:

The work of the Department of Industrial Relations shall be administered with the assistance and subject to the direction of an Advisory Board on Industrial Relations. The President shall be the Chairman of the Board, and its personnel shall include the Assistant General Managers and such other officers or members of the Company as the President may designate.

Duties and Powers of Board:

The Board shall have authority to consider any matters which come within the purview of the Department of Industrial Relations, and to recommend such appropriations for the carrying on and extension of work incidental to the Department's activities as may

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from time to time be necessary and desirable. The ~~Advisory~~ Industrial Relations Board may also make recommendations on matters of policy.

All recommendations of the ~~Advisory~~ Industrial Relations Board which involve appropriation or affect policy shall be subject to the approval of the President of the Company. ~~The President may give or withhold his approval, subject to subsequent authorization by the Board of Directors.~~

Executive Secretary of ~~Advisory~~ Industrial Relations Board on Industrial Relations:

The Manager of Industrial Relations shall fill the position of Executive Secretary of the ~~Advisory~~ Industrial Relations Board. It shall be his duty to see that the ~~Advisory~~ Industrial Relations Board is fully advised of all matters pertaining to industrial relations which are deserving of the Company's consideration, to keep careful and complete records of the ~~Advisory~~ Industrial Relations Board's transactions and proceedings, and to see that such action is taken with respect to the duly approved policies and recommendations of the ~~Advisory~~ Industrial Relations Board as will ensure their execution in a prompt and satisfactory manner.

Relations between the ~~Advisory~~ Industrial Relations Board, the Board of Directors, and the President of the Company:

~~Nothing herein shall in any way limit any powers of the Board of Directors or of the President of the Company with respect to the initiation, or change of labor policies, or with respect to any other matter pertaining to industrial relations.~~ The Board of Directors or the President may at all times refer any matters to the Advisory Board or the Department of Industrial Relations for consideration and report.

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Recommendations of appropriations and policies, and transactions of the Advisory Board shall be communicated to the President of the Company ~~in writing~~ by the Executive Secretary; and the President's decisions or comments shall be communicated in like manner to the Executive Secretary, who shall forthwith take such action thereon as the circumstances warrant. A like procedure shall be followed with respect to all matters of policy or other measures initiated by or referred to the Board of Directors. All communications between the Board of Directors and the Advisory Board shall be through the President of the Company.

Industrial Relations

Meetings of the ~~Advisory~~ Board:

Industrial Relations

Regular meetings of the ~~Advisory~~ Board shall be held quarterly throughout the year, on or about the second Wednesday in the months of March, June, September, and December. Special meetings of the Board may be held at any time upon call of the Chairman of the Board, or on request of the President of the Company.

Industrial Relations

Relation of Managers and Superintendents to the ~~Advisory~~ Board:

To ensure consideration of any matters which, in the opinion of any of the Managers or Superintendents ~~of any of the Company's fac-~~ Industrial Relations ~~tories~~, are deserving of attention by the ~~Advisory~~ Board, it shall be understood, as a part of the Company's policy, that suggestions from any source are welcome, and that Managers and Superintendents are free at all times to correspond with the Executive Secretary of the Board upon such matters. All such communications shall be duly acknowledged by the Executive Secretary of the Board, and care shall Industrial Relations

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be taken by him to see that the matters referred to are considered by the Board at the first meeting thereafter, and that the Board is provided with such information in respect to the matters referred to as will enable it to take prompt and speedy action thereon.

The ~~Advisory~~ Industrial Relations Board shall have the right to invite into conference, at any of its meetings, any or all of the Managers and Superintendents of local factories or subordinate enterprises, or any other officials or persons in the Company's employ.

Divisions of the Department of Industrial Relations:

The following shall constitute main divisions of the Department of Industrial Relations, at the time of its organization. Other divisions may be added from time to time upon recommendation of the Advisory Board.

1. Statistics [illegible]
2. Employment.
3. Housing.
4. Health and Welfare (including ~~Housing~~ Sanitation).
5. Accident and Insurance.
6. Industrial Representation.

Distribution of the Work of the Department of Industrial Relations:

The work of the Department of Industrial Relations shall be so administered as to ensure the fullest measure of attainment of the objects for which the Department is established.

The work of officers of the Company having at present to do in whole or in part with industrial relations in any of the par-

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ticulars herein mentioned shall be related to the Department of Industrial Relations in such a manner as to admit of continuous co-operation with the Department in its work, and co-ordination of activities along lines of highest efficiency.

Where the organization of the Company renders it possible, the work of any division may be conducted in whole or in part by any existing branch of the Company's organization specially qualified to carry on such work, but the work thus administered shall be so conducted as to permit of its co-ordination by the Manager of Industrial Relations with the work of the Department of Industrial Relations.

In like manner, any division of the Department of Industrial Relations may co-operate or be combined with any branch of the Company's organization to carry out such portion of its work, in whole or in part, as such division of the Department of Industrial Relations may appear specially qualified or competent to undertake.

Where the scope and importance of the work of any division, or part of a division, necessitate and justify some one person's attention being exclusively given to the supervision or execution of duties pertaining thereto, the work of such division shall be assigned to an official designated so as appropriately to relate his position to the effective discharge of its duties.

Where the work of any division, either in importance or in amount, is not sufficient of itself to warrant the exclusive attention of a specially designated official, it shall be combined with the work of some other division, ~~and the duties pertaining thereto discharged~~ in such manner as the ~~Advisory~~ Industrial Relations Board may determine.

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The Company shall provide such clerical assistance as may be required for the adequate discharge of the work of the Industrial Relations Department in all its divisions.

~~Industrial Relations Department~~

The Statistics ~~and Publicity~~ Division

~~Industrial Relations~~

The Division of Statistics ~~and Publicity~~ shall be concerned with the collection, classification, and compilation of statistical and other data, and with the conduct of investigations relative to the work of the Department of Industrial Relations. Such compilations and investigations shall include information and statistics pertaining to such matters as:

(1) The number, age, sex, nationality, domestic relations, etc., of employees.

(2) Labor turnover, by locality, seasons, engagements, dismissals, causes, etc.

(3) Housing accommodation in different localities, rents, etc.

(4) Accidents, disease - nature, causes, losses due to, etc., etc.

(5) Health, sanitation, lighting, ventilation, etc.

(6) Cost of living, prices, etc.

(7) Wages, hours, etc.

~~Industrial Relations~~

The Division of Statistics ~~and Publicity~~ shall also be concerned with the publication of any matter relating to the work of the Department of Industrial Relations, and with the editing and publication of a monthly periodical for distribution to the public and among the employees and other members of the Company, such publication to be especially related to the work of the Department of Industrial Relations.

~~Industrial Relations~~

The Statistics ~~and Publicity~~ Division shall be under the direction of an expert statistician ~~and an editor~~, and the several

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divisions of the Department of Industrial Relations shall co-operate with the Division of Statistics ~~and Publicity~~ in providing statistical and descriptive data of value to the Department of Industrial Relations, and of interest to readers of the monthly periodical.

The Employment Division:

The Employment Division shall be concerned with the supply of labor for the several factories, and matters pertaining thereto. It shall be under the immediate direction of an official to be known as the Superintendent of Employment, who shall have a central office at Denver, and a local office at each of the several factories. An employment clerk shall be attached to each of the local offices, and shall discharge the duties pertaining to the office in such manner as the Superintendent of Employment may determine.

Where the duties of an employment clerk are not sufficiently onerous to occupy the entire time of one person, during the whole or any part of a year, the position of employment clerk at the several factories may be filled by any employee designated by the ~~Management~~.

It shall be the duty of the Superintendent of Employment to consider and adopt methods best calculated to obtain for the several factories, labor in the quantity and of the quality desired. All labor required for the several factories shall be engaged ~~either~~ at the head office in Denver ~~or at the local offices~~, in accordance with methods to be approved by the ~~Advisory~~ Board. The Superintendent of Employment shall provide for the physical examination of applicants in accordance with methods to be agreed upon, and shall keep

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full and complete statistical records of all [illegible] in the Company's employ, including a record of all applications, engagements, transfers, suspensions, dismissals, as well as a record of all persons voluntarily ~~leaving~~ quitting the Company's employ, with classification of the reasons therefor, and other data calculated to be of service to the Company in accounting for labor turnover, or in other ways.

The work of the employment of labor locally and in at Denver ~~and at each of the several factories~~ shall be so co-ordinated that the records of the head office shall correspond with the records at each of the factories, which records shall at all times be complete in themselves. The distribution of labor as between the several factories shall be so conducted as to meet the needs of the several localities in a manner which will best serve the interests of the Company.

The discharge of labor from any factory ~~the Company's employ~~ shall ~~be exercised~~ as heretofore but subject to ~~direction by the Superintendent of Employment~~ from the employ of the company, who shall regulate discharge in accordance with such policies as the Industrial Relations ~~Advisory~~ Board may from time to time determine.

The Company's policy with respect to both hiring and discharge of labor shall be clearly defined, and made definitely known to all persons likely to be affected thereby.

The Housing Division:

The Housing Division shall be concerned with all matters pertaining to the housing accommodation of employees, including the control, management, and maintenance of the Company's dormitories and houses, and with the supervision of the living conditions of employees.

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It shall be under the immediate direction of a specially qualified officer, to be appropriately designated, who shall cooperate with Managers and Superintendents in devising ways and means of providing such accommodation as may be necessary to meet the needs of the Company's employees in a manner which will serve to secure for the Company a desirable class of labor.

The Housing Division shall gather information likely to be of assistance to the Industrial Relations Board in determining matters of policy with respect to the erection of dwellings for its employees, their rental or sale, the most desirable class of dwelling, gardens, etc.

The Housing Division shall receive the co-operation, on the one hand, of the Employment Division in determining the needs of the employees of the several localities in the matter of housing accommodation; and, on the other, the co-operation of the Health and Welfare Division respecting the interior economy of dwellings to be erected, and matters such as relate to necessary accommodation, sanitation, etc.

The Health and Welfare Division:

The Health and Welfare Division shall be concerned with all matters pertaining to the health of employees, and sanitation and hygiene, including such matters as temperature, lighting, ventilation, and cleanliness in the several factories. The Health and Welfare Division, shall be under the immediate direction of a medical or sanitary expert, to be appropriately designated, who shall cooperate with Managers & Superintendents and shall consider, amongst other things, methods of improving working conditions so as to protect the health of employees, and add to

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their comfort and convenience while within the factory and its immediate surroundings.

The following, among other features, shall receive the constant attention of the Division:

The provision for employees of adequate toilet, locker, and bathing facilities; the arrangement of meal and rest periods, and of suitable accommodation for the enjoyment of both; the supervision of restaurant and canteen service; the provision and maintenance of first aid and necessary hospital equipment, including the supervision of the services of local physicians and visiting nurses wherever the services of the same are required.

The Health Division shall make careful surveys and study respecting the effect upon the health of workers of processes, conditions, and environments; and, in co-operation with the Employment Division, shall keep careful and complete records of the absences of employees from work, together with the causes thereof. The head of the Health and Welfare Division shall freely consult with officials and other employees from time to time as to means of improving conditions, and shall make periodic inspections of the sanitary and hygienic conditions of the several factories. It shall be recognized as a part of the Company's policy to have any employee bring to his attention, matters pertaining to the health and comfort of employees which may be deemed to be deserving of consideration.

The Accident and Insurance Division:

The Accident and Insurance Division shall be concerned with the administration of the Company's Benefit Insurance, and with

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all matters pertaining to the prevention of accidents. It shall be under the immediate direction of an expert officer, to be appropriately designated, who shall cooperate with managers and superintendents in the prevention of accidents. The Accident and Insurance Division shall receive the close co-operation of the Division of Health and Welfare. It shall have control of all benefit features of the Company's work, and have to do with such matters as [redacted] allowances and financial or other assistance to employees. It shall be free to enlist the services of the Company's legal department on behalf of employees where in the judgment of the head of the Division such a course is necessary or desirable.

The Industrial Representation Division:

The Industrial Representation Division shall be concerned with the administration of the Plan of Industrial Representation, and matters pertaining to employment and working and living conditions as referred to therein. It shall be under the immediate direction of the Manager of Industrial Relations, who shall supervise the procedure outlined in the Plan, and co-operate with the ~~Management's~~ President's Industrial Representative (or Representatives) in the discharge of his duties.

Co-operation between Divisions in Work of Industrial Relations Department:

At all times, but especially during intercampaign periods, the services of the personnel of the several divisions shall be available for assistance in the work of any division, as may be determined by the Manager of Industrial Relations, subject to the approval of the ~~Advisory~~ Board or the President of the Company

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Upon the recommendation of the ~~Advisory~~ Industrial Relations Board, and approval by the President of the Company, the duties of the head of any Division of the Industrial Relations Department may be assigned in whole or in part to the ~~Management's~~ Presidents Industrial Representative (or Representatives) appointed under the Plan of Industrial Representation.

Company Periodical:

The Company shall publish a periodical which shall be a means of communication between the Management, the Employees, and the Public, concerning the policies and activities of the Company and its Employees. This periodical shall be used as a means of co-ordinating, harmonizing, and furthering the work of the Industrial Relations Department, and of acquainting all parties with what is being done by its several divisions.

It shall contain mention of the personnel of the Company's officers, the Management's and Employees' Representatives, the members of joint committees, and the proceedings of meetings and conferences in which employees are likely to be interested. It shall also be a medium for recording data and events; making announcements with reference to Company matters; and otherwise diffusing information likely to be of general interest.

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PART II

PLAN OF INDUSTRIAL REPRESENTATION

I

The Employees' Representatives

Employees entitled to elect Representatives:

1. At each of the factories of the Company, employees, persons having the power to hire and discharge other than ~~foremen~~, shall be entitled to elect from among their own number three duly authorized representatives, with power, as hereinafter set forth, to act on their behalf on any matters pertaining to their employment and working and living conditions.

2. Company officials, ~~salaried employees~~, and persons having the power to hire and discharge, shall not be entitled to act as employees' representatives, or be qualified to vote for such representatives.

3. ~~The foremen at each of the factories~~ shall be entitled to elect from among their own number one duly authorized representative.

The Basis and Term of Representation:

1. Employees' Representatives shall be elected annually, and shall be chosen, during the inter-campaign season, from among the Company's permanent employees. The Representatives thus elected shall be know as "full-term Representatives".

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Their number shall be increased, during the period ~~[illegible]~~ of the campaign, at each of the factories, by two Representatives, to be known as "temporary Representatives", to be chosen, as hereinafter provided, by employees taken on for the work of the campaign.

2. Temporary Representatives shall hold office only for the period of the campaign. Other Representatives shall hold office for one year, or until their duly qualified successors have been elected.

3. Any Representative shall be eligible for re-election.

4. A Representative shall immediately and automatically cease to hold office upon severance of his relations with the Company, or transfer from the factory whose employees he represents; and any Representative shall be recalled on petition signed by two-thirds of the qualified voters in his factory.

5. Vacancies in the office of Representative ,through transfer or otherwise, shall be filled in such manner, and at such time, as the Manager of Industrial Relations may determine.

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Qualifications of Representatives and Voters.

1. Full-term Representatives. Any employee, not disqualified as above, whose name appears on the Company's pay rolls for a period in all of two months, in the months of the year preceding the date of the inter-campaign election, and who is in the employ of the Company at the time the elections are being held, and who is eighteen (18) years of age or over, and an American citizen, or a declarant for American citizenship, shall be eligible for election as a full-term Representative, and shall be qualified to vote for such Representatives.

2. Temporary Representatives. Any employee, not disqualified as above, whose name appears on the Company's pay rolls for a period in all of seven (7) days, in the period preceding the date of the campaign election, and who is in the employ of the Company at the time the elections are being held, and who is eighteen (18) years of age or over, and an American citizen, or a declarant for American citizenship, shall be eligible for election as a temporary Representative, and shall be qualified to vote for such Representatives provided he may not have voted for a full-term Representative in the inter-campaign election.

Method of Conducting Elections:

1. The election of full-term Representatives shall be held on or about the 15th of May; and the election of temporary Representatives on or about the 15th of October. Notices of the elections shall be posted on the bulletin boards in the various factories one week prior to the elections.

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Qualifications of Voters and Representatives:

1. Qualifications to Vote for Full-term Representatives.

Any employee, not disqualified under Section 1, whose name appears on the Company's pay rolls for a period in all of two months, in the months of the year preceding the date of the inter-campaign election, and who is in the employ of the Company at the time the elections are being held, shall be qualified to vote for full-term Representatives.

2. Qualifications to Vote for Temporary Representatives.

Any employee, not disqualified under Section 1, whose name appears on the Company's pay rolls for a period in all of seven (7) days, in the period preceding the date of the campaign election, and who is in the employ of the Company at the time the elections are being held, shall be qualified to vote for temporary Representatives, provided he may not have voted for a full-term Representative in the inter-campaign election.

3. Qualifications of Representatives. Any employee qualified to vote at either election who is twenty-one (21) years of age or over, and an American citizen, or a declarant for American citizenship, shall be eligible for election as a full-term or temporary Representative.

Method of Conducting Elections:

1. The election of full-term Representatives shall be held on or about the 15th of May; and the election of temporary Representatives about ten days after the start of the campaign. Notices of the elections shall be posted on the bulletin boards in the various factories one week prior to the elections.

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2. The election of Representatives shall be by secret ballot, and so conducted as to avoid undue influence or interference with voters in any manner whatsoever, and to prevent any fraud in the count or otherwise.

3. On the day of elections, each duly qualified voter shall be furnished with a ballot indicating the number of Representatives to be elected, on which he will write, or have written, as his choice, the name of the fellow employees whom he wishes to elect as Representatives.

4. A voter ~~may~~ shall be entitled, if he so desires, to vote for twice as many fellow employees as there are Representatives to be elected, but no more.

5. If on any ballot the same name is written more than once, it shall be counted but once.

6. If the number of names written on any ballot should exceed the number for which the voter is entitled to vote, only the ~~first~~ names, to the number ~~of Representatives to be elected~~ for which the voter is entitled to vote, shall be counted.

7. The elected Representatives shall be those employees whose names, to the number of Representatives to be elected, appear oftenest on the ballots.

8. In the event of a tie, seniority in the Company's employ immediately preceding the date of election shall determine the choice.

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9. The Manager of Industrial Relations shall supervise the conduct of elections, and shall see that they are so conducted that both the management and employees have reason to have every confidence in the manner in which they are carried on. To this end, he shall arrange:

(i) that the ballot of each employee, properly filled out as above, will be deposited by the employee himself in a ballot box, which will be presented to the employees at some convenient time within the hours fixed for holding the elections;

(ii) that one or more of the employees, and one or more of the officials of the Company act as tellers, and safeguard the taking of the vote; and that the ballot boxes remain in their custody until the ballots are counted;

(iii) that the ballots are openly counted in such manner that employees or persons on their behalf may be present to witness the count;

(iv) that the voting is so conducted that employees on all shifts shall have a right to vote before the ballots are counted;

(v) that the ballots are counted as soon as possible after the close of voting, and that lists in duplicate, showing the number of votes cast for each person, shall be prepared and signed by the tellers; one of which lists shall be posted on a bulletin board in a conspicuous place, and one forwarded to the Manager of Industrial Relations;

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9. The Manager of Industrial Relations shall supervise the conduct of elections, and shall see that they are so conducted that both the management and employees have reason to have every confidence in the manner in which they are carried on. To this end, he shall arrange:

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(ii) that one or more of the employees, and one or more of the officials of the Company act as tellers, and safeguard the taking of the vote; and that the ballot boxes remain in their custody until the ballots are counted;

(iii) that the ballots are openly counted in such manner that employees or persons on their behalf may be present to witness the count;

(iv) that the voting is so conducted that employees on all shifts shall have a right to vote before the ballots are counted;

(v) that the ballots are counted as soon as possible after the close of voting, and that lists in duplicate, showing the number of votes cast for each person, shall be prepared and signed by the tellers; one of which lists shall be posted on a bulletin board in a conspicuous place, and one forwarded to the Manager of Industrial Relations;

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(vi) that the ballots, after being counted, are carefully sealed and sent to the Manager of Industrial Relations, who shall retain them in his custody for a period of two weeks, within which time it shall be permissible for the employees to appeal to the Manager of Industrial Relations against any alleged fraud or unfairness in the conduct of the elections or the validity of the count. If the Manager of Industrial Relations has reason to believe that the irregularities complained of were substantial, and that the outcome of the elections has been affected thereby, he shall order a new election. If the appeal discloses substantial grounds and is made in the form of a petition for a new election signed by two-thirds of the employees entitled to vote, a new election shall be granted, without the exercise of any option by the Manager of Industrial Relations.

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II

The Management's Representatives

1. To facilitate close relationship between the Management and Employees, the President of the Company shall appoint a Management's Representative (or Representatives), who shall be known as the President's Industrial Representative, and be concerned exclusively with keeping the Management in touch with the Employees through their Representatives and otherwise, and in seeing that just and harmonious relations are maintained between the employees and those in authority over them. The Management, as hereinafter provided, shall also be represented on joint committees and in conferences with Representatives of the Employees, by ~~officials of the Company~~ persons to be designated by the Managers of the several factories.

2. The President's Industrial Representative (or Representatives) shall represent the Management in negotiations with the Employees' Representatives and committees, and in such other ways as the President or Advisory Board may determine. The Manager of Industrial Relations shall act for the President and Industrial Relations Board in seeing that the rights and duties of the President's Industrial Representative are duly safeguarded and performed; but the President's Industrial Representative shall be directly responsible to the President of the Company for his authority, and answerable to the President for the manner of its exercise.

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3. To further the effective discharge of the duties of the ~~Management's~~ Presidents Industrial Representative, and for other purposes, the factories of The Great Western Sugar Company shall be grouped in geographical divisions as follows:

The Colorado Division - to include the factories at Eaton; Greeley; Windsor; Fort Collins; Loveland; Longmont; Brighton; Sterling; Brush; and Fort Morgan.

The Montana Division - to include the factories at Billings; Missoula; and Lovell.

The Nebraska Division - to include the factories at Scottsbluff; Gering; and Bayard.

4. A ~~Management's~~ Presidents Representative may be appointed for each of the above named divisions, or subdivisions thereof, or for any two or more of the divisions combined.

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III

JOINT REPRESENTATION OF
MANAGEMENT AND EMPLOYEES

To afford a means for securing to employees a greater share in and responsibility for the determination and observation of the conditions under which their work is carried on, together with a better understanding and closer co-operation between the Employees and the Management in all matters pertaining to employment and working and l ving conditions, the machinery of representation as hereinbefore provided shall be utilized to effect these ends by:

(A) Close and frequent contact between the ~~Management~~ President's Industrial Representative and the Employees' Representatives.

(b) Regular mettings of joint committees ~~(Co-operative committees)~~ composed of Representatives of the Employees and of the Management.

(C) Annual or special conferences.

A

Interviews of ~~Management's~~ President's Industrial Representative

1. The ~~Management~~ President's Industrial Representative shall respond promptly to any request from Employees' Representatives, and shall interview all of the Representatives from time to time, but not less frequently than once every month, with reference to matters of concern to Employees; and report the result of such interviews to the ~~Management~~ President.

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2. The ~~Management~~ President's Industrial Representative shall also be available for purposes of conference by Superintendents, Managers, and other officers of the Company with respect to any condition requiring attention or any matter pertaining to their relations with employees, or officials of the Company; and the ~~[redacted]~~ President's Industrial Representative shall be free at all times to confer with any official or employee with respect to any condition or matter of concern to Employees or the Management.

B

Joint Committees

Nature and Membership of Joint Committees:

1. Immediately following the May elections, joint committees, to be known as Joint Committees on Industrial Relations, shall be formed at each of the Company's factories, for the purpose of ensuring conference between the Employees and the Management on such matters as Employment and Working Conditions; Housing and Living Conditions; Health and Safety (including ~~[redacted]~~s sanitation).

2. Each joint committee shall be composed of at least six members, of whom the elected Representatives of the Employees shall constitute three, and the ~~elected~~ Representative ~~[redacted]~~ one. The other two members of the committee shall be ~~designated by~~ the Manager of the factory as representatives of the Management. For the period of the campaign, the size of the committees shall be increased so as to include the employees chosen as temporary Representatives; the Management shall be entitled to

elected under Rule 1, Sec 3 — appointed — and superintendent

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increase its representation on the joint committees correspondingly.

3. Vacancies on joint committees pending the election of new Representatives shall be filled, in the case of the Employees' Representatives, by those of their number already serving on such committees; and in the case of the Management's representatives, by the Manager ~~of the factory~~ Superintendent.

4. By joint consent of the Management's and Employees' Representatives, and upon the approval of the ~~Management's~~ President's Industrial Representative, the membership of any joint committee may be reduced or increased, or any new or special joint committee may be formed.

5. Joint Committees shall ~~choose their own chairmen and secretaries, and~~ arrange their own procedure. They shall be presided over alternately by Representatives of the Employees and of the Management.

Meetings and Powers of Joint Committee:

1. Regular meetings of joint committees shall be held at least once every month, at a time and place to be arranged by the Manager of Industrial Relations after conference with the Manager of the Factory and Superintendents

2. Special meetings of joint committees may be held, as occasion may require, upon agreement between the ~~Management's~~ President's Industrial Representative and the Employees' Representatives, or upon the direction of the Manager of Industrial Relations.

3. For time necessarily occupied in actual attendance at regular meetings, or at special meetings called during working hours,

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~~No deductions from earnings will be made, nor shall~~ ~~Employees' Representatives shall receive from the Company payment~~ ~~commensurate with their average earnings.~~

4. The joint committees shall have jurisdiction to consider any of the subjects above mentioned, and such other matters and things as may from time to time be brought before them for consideration by ~~the Employees'~~ Representatives, ~~on the Management's representatives.~~

5. Any matter may be referred by the Management, through the ~~Management's~~ President's Industrial Representative, to any joint committee for consideration and report; and any matter may be presented by a joint committee to the Management through the ~~Management's~~ President's Industrial Representative.

6. Any employee or ~~Employees'~~ Representative shall have the right to appear before and be heard by a joint committee at any one of its regular meetings, on any matter of concern to an appreciable number of employees in the factory.

7. A joint committee, when concerned with matters of interest to the Management or to any appreciable number of employees, shall have the right of inviting into conference any employees or officials of the Company concerned with or likely to be specially interested in such matters.

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C

Joint Conference

1. In each of the several geographical divisions, or subdivisions thereof, an annual joint conference shall be held, at a time and place to be arranged by the Manager of Industrial Relations, to be attended by ~~all~~ the ~~Employees'~~ Representatives in the division, and by the President and such other officers of the Company as he may designate.

2. At the annual joint conference, ~~Reports of Meetings~~ the President's address, reports of the officers of the Company, and the ~~Employees'~~ reports of the employees' representatives, shall be presented, and the work of the year shall be made by the several joint committees, and matters of common interest considered.

3. Upon joint approval of the President of the Company and a majority of the ~~Employees'~~ elected Representatives, persons other than those connected with the Company may be invited to attend any part or the whole of the proceedings of the annual joint conference.

4. The annual joint conferences of any two or all of the divisions may be combined upon joint approval of the President of the Company and a majority of the ~~Employees'~~ elected Representatives in each of the divisions.

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IV

PROCEDURE IN MATTERS REQUIRING ADJUSTMENT

In order to provide an orderly, expeditious, and effective procedure in the settlement of all matters requiring adjustment, as well also as to protect employees against unjust or arbitrary treatment or any unfair or undesirable condition in their employment, and to assist the Management in the detection of grievances in incipient stages, it is provided that employees shall have the following ri ats, with respect to all such matters, to be exercised in the order indicated.

Reference to Company Officials:

Any matter which in the opinion of any employee or group of employees requires adjustment may be taken up by such employee or employees, either in person or through any one or two of the employees' representatives.

First -

With the Foreman of the work on which such employee or employees are engaged.

Second -

With the Assistant Superintendent or the Superintendent of the factory, or both.

Third - W

With the ~~Management's~~ President's Industrial Representative.

Fourth -

With the Manager of the factory, or the Assistant General Manager of the Division to which the factory belorgs, or both.

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In each case, the official appealed to shall endeavor satisfactorily to adjust the matter and effect a settlement of the difference or removal of the condition or injustice complained of.

Reference to the President of the Company:

If a satisfactory disposition of any such matter is not effected within a reasonable time, employees through their Representatives may appeal the matter to the President of the Company.

Any appeal to the President of the Company shall be in writing, and be signed by not less than two of the Employees' Representatives. It shall specify in detail the matter requiring adjustment, and the reasons which have rendered the appeal necessary. The President shall consider any such matter with reasonable promptness, and may adopt such means as to him seem necessary to ascertain the facts and effect a settlement.

Reference to Arbitration by Joint Committee on Industrial Relations or Otherwise:

If the President of the Company is unable to effect a satisfactory settlement, the matter may be referred, if the President and a majority of the employees concerned or of their Representatives agree to such reference, to the joint committee on Industrial Relations in some one of the Company's factories; or to an arbitrator, or arbitrators, to be determined at the time according to the nature of the controversy.

Where arbitration has been agreed upon, if the President and the employees' Representatives are unable to agree upon an arbitrator, or arbitrators, the President shall select one arbitrator, and the employees' Representatives shall

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select one arbitrator; and the two arbitrators thus selected shall endeavor to settle the matter in dispute.

If the two arbitrators are unable to settle the matter in dispute, they shall select a third arbitrator, and the decision of any two of the three thus chosen shall be final and binding on both parties.

eference to the State of Colorado Industrial Commission:

Should the President prefer not to decide a question at issue, or failing reference to one of the joint committees or to arbitration in the manner herein provided, the matter shall be referred automatically to the State of Colorado Industrial Commission, for settlement by the Commission in accordance with its powers.

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V

MISCELLANEOUS

Independence of Employees' Representatives

1. It is understood that a Representative shall be free to discharge his duties in an independent manner, without fear that his individual relations with the Company may be affected in the least degree by any action taken by him in good faith in his representative capacity.

2. To ensure each Representative his right to such independent action, he shall have the right to take the question of an alleged personal discrimination against him on account of his acts in his representative capacity, to the ~~Management~~ Foreman's Representative, to any of the superior operating officers, and to the President of the Company.

3. Having exercised this right in the consecutive order indicated and failing a satisfactory remedy within fifteen days, a Representative shall have, for the ensuing fifteen days, the further right of appeal to the State of Colorado Industrial Commission; ~~or to any district or supreme court judge in the State in which he may reside,~~ and as respects any Representative deemed by said Industrial Commission ~~or judge so appealed to,~~ to have been unfairly dealt with, the Company shall make such reparation as the said Commission ~~or Judge~~ may direct.

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Amendments

Any method of procedure or other feature herein may be amended at any time by a petition signed or concurred in by two-thirds of the ~~Employees'~~ Elected Representatives and two-thirds of the members of the ~~Advisory~~ Industrial Relations Board.

Cost of Administration

The Company shall defray such expenses as are necessarily incidental to the activities herein provided.

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PART III

PRINCIPLES AND POLICIES TO GOVERN RELATIONS BETWEEN THE MANAGEMENT AND EMPLOYEES

1. Observance of Laws, Rules, and Regulations:

There shall be on the part of the Company and its employees, a strict observance of federal and state laws respecting manufacturing and labor, and of the Company's rules and regulations supplementary to the same.

2. The Rights of Management:

The management of the several factories and the direction of the working forces, including the right to hire, suspend, discharge, or transfer, and the right to relieve employees from duty because of lack of work, or for other legitimate reason, is vested exclusively in the Management; and except as expressly restricted herein, these rights shall not be abridged by anything contained herein.

3. The Rights of Employees to be Protected against Summary Dismissal:

For offences other than such as are publicly posted, employees shall not be discharged without first having been notified that a repetition of the offence shall be cause for dismissal. A copy of this notification shall, at the time of its being given to an employee, be sent also to the Employment Division, and to the ~~Management's~~ Representative, to be retained for purposes of future reference.

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4. Publicity Concerning Rules, Regulations, Etc.

The policy of the Company is to avoid uncertainty in the minds of its employees as to the terms and conditions of their employment and the rules and regulations of the Company governing the same. Employees are to feel free to inquire of their foremen or superintendents or of the ~~Management~~ President's Representative concerning any matters pertaining to their employment of which they may be ignorant or in doubt.

5. Wages and Conditions of Labor:

In fixing wages and conditions of labor, the Company will have regard for the labor standards, wage scales, and other conditions prevailing in the localities concerned. The right of all workers, including common laborers, to a living wage is recognized by the Company, and in fixing wages, minimum rates of pay shall be established which will have regard for the subsistence of the diligent worker and his family in health and reasonable comfort.

6. Health and Well-being of Employees:

The Company will ~~aim to secure~~ use its best endeavours at all times to protect its employees against injury to body or health, and to afford such reasonable facilities for comfort and convenience of employees as the conditions of their employment will permit.

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7. Hours of Labor:

In order effectively to safeguard the welfare, health, and proper comfort of workers, and to promote efficiency, the Company will regulate the employment of its labor on a basic eight-hour day. The change from the twelve-hour day at present obtaining during the campaign period, to the eight-hour day shall be made subject to such gradual adjustments as may be required to provide the necessary supervision and adequate working force.

7 8. Women in Industry:

Where necessary to employ women on work ordinarily performed by men, they shall be allowed equal pay for equal work, and shall not be allotted tasks disproportionate to their strength. The employment of women in the factories at other work than that for which they are specially adapted ~~than clerical or laboratory work or for such duties as scrubbing, cleaning, or~~ restaurant services, will not be encouraged, and will not be permitted where an adequate supply of male labor is available.

8 9. No discrinination on account of membership or non-membership in labor or other organizations:

There shall be no discrimination by the Company or by any of its employees on account of membership or non-membership of employees in any society, fraternity, or union.

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10. Method of carrying out improvements:

9

Except where expressly provided for otherwise, improvements in the nature of industrial betterments shall be carried out through the regular Company organization. In its industrial relations generally, the Company will seek to promote the principle of self-government and of representation of all interests involved, and the adjustment of these relations on the basis of right principles.

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STATEMENT OF POLICY

Hours of Labor. In order effectively to safeguard the welfare, health, and proper comfort of workers, and to promote efficiency, the Company will regulate the employment of its labor on a basic eight-hour day. The change from the twelve-hour day, at present obtaining during the campaign period, to the eight-hour day shall be made subject to such gradual adjustments as may be necessary to provide the necessary supervision and adequate working force.

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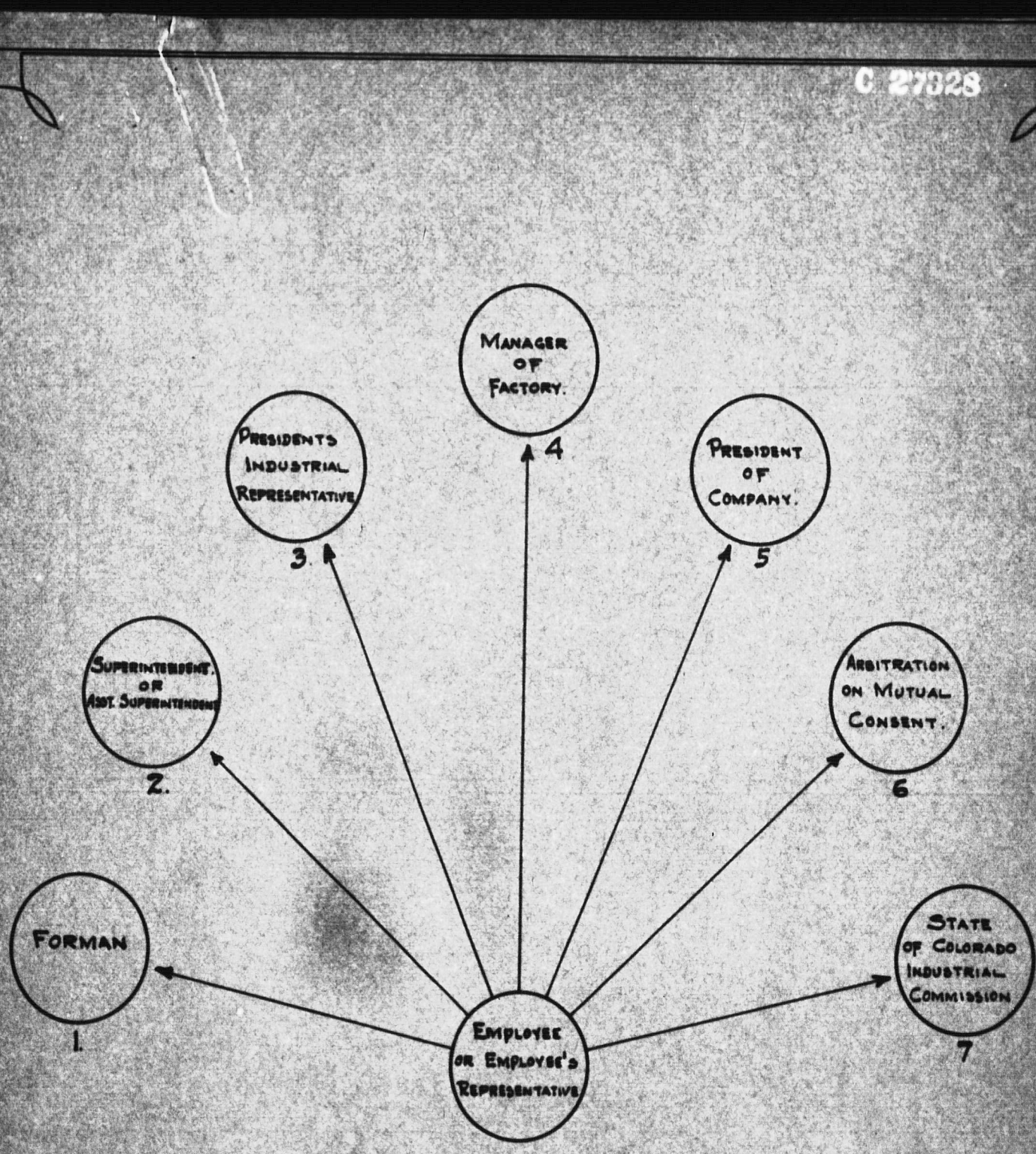
C 27028



DIAGRAM

ILLUSTRATIVE OF

PROCEEDURE IN MATTERS REQUIRING ADJUSTMENT.

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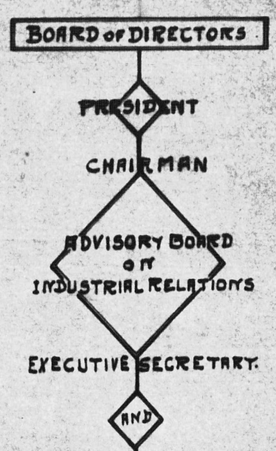
GREAT WESTERN SUGAR COMPANY.

DEPARTMENT OF INDUSTRIAL RELATIONS.



DEPARTMENT OF INDUSTRIAL RELATIONS.					
STATISTICS AND PUBLICITY DIVISION	EMPLOYMENT DIVISION	HOUSING DIVISION	HEALTH AND WELFARE DIVISION	ACCIDENT AND INSURANCE	INDUSTRIAL REPRESENTATION
STATISTICS COMPANY PERIODICAL PUBLICITY	DENVER OFFICE & EMPLOYMENT CLERKS AT FACTORIES	DORMITORIES HOUSES GARDENS RENTS	WORKS AMENITIES CANTEEN HOSPITALS NURSES SANITATION AND HYGIENE	PREVENTION OF ACCIDENTS LEGAL AID ETC. INSURANCE	MANAGEMENT'S REPRESENTATIVE JOINT COMMITTEES CONFERENCES ADJUSTMENTS

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THE BOARD OF DIRECTORS

PRESIDENT

PRESIDENT'S INDUSTRIAL REPRESENTATIVE

EXECUTIVE OFFICERS

EXECUTIVE MANAGER INDUS

ADVISORY BOARD INDUSTRIAL RELATIONS

THE MANAGEMENT

ANNUAL JOINT CONFERENCE

ANNUAL JOINT CONFERENCE

MONTANA DIVISION			COLORADO DIVISION								
MISSOULA	BILLINGS	LOVELL	EATON	GREELEY	WINDSOR	LOVELAND	FT COLLINS	LONGMONT	STERLING	BRUSH	FT MORGAN
MANAGER	MANAGER	MANAGER	MANAGER	MANAGER	MANAGER	MANAGER	MANAGER	MANAGER	MANAGER	MANAGER	MANAGER
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DIAGRAM
ILLUSTRATIVE OF
INDUSTRIAL REPRESENTATION PLAN
OF THE
THE GREAT WESTERN SUGAR CO.

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THE BOARD OF DIRECTORS

PRESIDENT

DENT'S REPRESENTATIVE.

EXECUTIVE OFFICERS

EXECUTIVE SECRETARY MANAGER INDUSTRIAL RELATIONS

ADVISORY BOARD INDUSTRIAL RELATIONS

ANNUAL JOINT CONFERENCE

ANNUAL JOINT CONFERENCE

THE MANAGEMENT

COLORADO DIVISION

NEBRASKA DIVISION

GREELEY	WINDSOR	LOVELAND	FT COLLINS	LONGMONT	STERLING	BRUSH	FT MORGAN	BRIGHTON	BAYARD	SCOTTS BLUFF	GERING
MANAGER.	MANAGER.	MANAGER.	MANAGER.	MANAGER.	MANAGER.	MANAGER.	MANAGER.	MANAGER.	MANAGER.	MANAGER.	MANAGER.
SUPERINTENDENT FOREMEN	SUPERINTENDENT FOREMEN	SUPERINTENDENT FOREMEN	SUPERINTENDENT FOREMEN	SUPERINTENDENT FOREMEN	SUPERINTENDENT	SUPERINTENDENT	SUPERINTENDENT FOREMEN	SUPERINTENDENT FOREMEN	SUPERINTENDENT FOREMEN	SUPERINTENDENT FOREMEN	SUPERINTENDENT. FOREMEN
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DIAGRAM
ILLUSTRATIVE OF
INDUSTRIAL REPRESENTATION PLAN
OF THE
THE GREAT WESTERN SUGAR CO.

PUBLIC ARCHIVES PUBLIQUES
CANADA

W. L. Mackenzie King Papers, Volume C 35
Memoranda and Notes (1887-1921)
199. Rockefeller Foundation -
Industrial Relations Investigation
- International Harvester Co.

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CANADA

C 27331

THE INTERNATIONAL HARVESTER COMPANY - CHICAGO, ILLINOIS

Record of Correspondence, Interviews, Conferences, etc.

1918

September 9-16 October 4		Letters from Mr. John D. Rockefeller, Jr. telling of inquiries made by a representative of the Harvester Company.
September	24	Letter from Mr. Cyrus H. McCormick to Mr. John D. Rockefeller, Jr., informing him of the Company's intention to adopt a plan of representation.
October	22	Letter from Mr. McCormick to Mr. King, enclosing draft plan, and asking for advice and conference. Acknowledged, October 24.
October	22	Conference in Chicago, en route to Denver. Draft plan discussed and revisions suggested.
November 1-14-23		Letters from Mr. A. E. McKinstry, received and acknowledged in Denver, Colorado.
December	5-6	Conferences in Chicago, en route from Denver to Ottawa.
December	17-18	Ottawa. Drafting of new plan. Five copies forwarded to Mr. McCormick under cover of letter of December 18.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27332

THE INTERNATIONAL HARVESTER COMPANY - CHICAGO

Record of Time spent on
work for the Company.
(See also Correspondence).

1918

October	24	Received proposed plan of representation, in Ottawa. Considered carefully in Ottawa and en route to Chicago.	
	30	Chicago. Conferences with officers of the Company.	1 day
December	5	Chicago. Conferences with officers of the Company.	1 day
	6	Chicago. Conferences with officers of the Company.	1 day
	17-18	Ottawa. Revised plan drafted for the Company, and forwarded December 18.	1½ days

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HARVESTER MEN ACCEPT PLAN OF WORK POLICY

The workers at fourteen of the International Harvester company's seventeen American plants and at all three Canadian factories decided yesterday by majority vote to adopt the "Harvester industrial council" plan of employé representation submitted by the company on March 10.

The three plants where the proposition failed of approval are the McCormick works, the McCormick twine mill and the tractor works, all located on Chicago's west side.

At each plant adopting the plan the employés will within the next few days elect their representatives to the works council. This body, in which the employés and management have equal voting power, will consider and make recommendations on suggestions, requests or complaints touching all matters of mutual interest, including working conditions, wages and hours of labor.

The plan further provides for reference in case of disagreement to the company's president, thence to a general council of all works affected. Arbitration by mutual consent is the final resort.

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C 27334

McCormick.

Second Vote:

	For	Against.
Tractor 9'	1431	820
Twine	479	257

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CANADA

C 22335

INTERNATIONAL HARVESTER CO. — Application for Employment

Position Applied for _____ Wages Expected _____ Date _____ 19

RATING

Personality _____ Test { Psych. _____ Trade _____

Efficiency _____ References _____

Experience and Training for the position applied for.

Apprenticeship _____ Years

Journeyman _____ Years

Actually employed at this occupation _____ Years

Grade School _____ Years

Academic _____ Years

Night School _____ Years Special _____ Years Correspondence _____ Years

High School _____ Years

Technical _____ Years

Do you speak English _____ Read _____ Write _____ What Other Languages Do You Speak _____ Will you join English class _____

CITIZENSHIP

Date of birth _____

Country of birth _____

Nationality _____

Date of arrival in United States _____

Taken out 1st papers _____ Date

Taken out 2nd papers _____ Date

Do you intend to become a citizen _____ Yes or No

DEPENDENTS

Married _____

Number of children _____

Number of other dependents _____

Is wife in United States _____

Remarks by Applicant _____

Name _____ Address _____ Phone No. _____

(OVER)

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CANADA

PREVIOUS EMPLOYMENT

C 27336

NAME OF FIRM	ADDRESS	EMPLOYED From (Date)	EMPLOYED To (Date)	OCCUPATION	CHECK No.	FOREMAN OR SUPT.

Remarks by Interveiwer _____

Physical Defects _____

Interveiwed By _____

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CANADA

C 27337

INTERNATIONAL HARVESTER CO. — Application for Employment

Position Applied for _____ Wages Expected _____ Date _____ 19

RATING

Personality _____ Test { Psych. _____ Trade _____

Efficiency _____ References _____

Experience and Training for the position applied for.

Apprenticeship _____ Years

Journeyman _____ Years

Actually employed at this occupation _____ Years

Grade School _____ Years

Academic _____ Years

Night School _____ Years Special _____ Years Correspondence _____ Years

High School _____ Years

Technical _____ Years

Do you speak English _____ Read _____ Write _____ What Other Languages Do You Speak _____ Will you join English class _____

CITIZENSHIP

Date of birth _____

Country of birth _____

Nationality _____

Date of arrival in United States _____

Taken out 1st papers _____ Date

Taken out 2nd papers _____ Date

Do you intend to become a citizen _____ Yes or No

DEPENDENTS

Married _____

Number of children _____

Number of other dependents _____

Is wife in United States _____

Remarks by Applicant _____

_____ Name

_____ Address

_____ Phone No.

(OVER)

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PUBLIC ARCHIVES PUBLIQUES
CANADA

PREVIOUS EMPLOYMENT

C 27338

NAME OF FIRM	ADDRESS	EMPLOYED From (Date)	EMPLOYED To (Date)	OCCUPATION	CHECK No.	FOREMAN OR SUPT.

Remarks by Interveiwer _____

Physical Defects _____

Interveiwed By _____

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CANADA

Register No.	Telephone No.	EMPLOYES RECORD CARD	E. B. A. NO. C 27339	Pay Roll No.

Name

Address

W. F. 599

Employe's Signature

Physical Defects Code

Code — A — No Occupational Restrictions
B — Requires Occupational Approval of Works Physician
C — Physically Unfit

BIRTH

Date

Place

Nationality

Date of Arrival in U.S.

Date of 1st Papers

Date of Naturalization

ENGLISH

Speaks Reads Writes

Other Languages Spoken

Married Wife in this Country

Single

No. of Children Other Dependts

Birth Dates of Children

Male Female Height Weight Hair Eyes Complexion Light Medium Dark

Key	Date	Dept.	Occupation	Foreman	Rate	Effective	Left	Key	Key	Date	Dept.	Occupation	Foreman	Rate	Effective	Left	Key

KEY E (Employed) O (Laid Off) Q (Quit) T (Transferred) D (Discharged) P (Dropped) R (Returned) A (Resigned)

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CANADA

W. F. 599

PREVIOUS EMPLOYMENT RECORD

C 27340

Name of Firm	Address	Date From	Date To	Check No.	Occupation	Foreman	Answer to Inquiry

Education

YEARS

Grade School
High "
Academic
Technical

Thrift

Stockholder
Profit Sharing
Owns Home

Rating Record

	Excellent	Good	Fair	Poor
Work				
Conduct				
Ability				
Personality				

Absence Record (Days)

YEAR	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
19												
19												
19												
19												

Position Aspired to

Accident Record

Date	Accident No.	Class

CLASSIFICATION
C-Company's Fault T. R. Trade Risk
E-Employe's " O-Outside Industry

Military Service

REGISTERED — ENTERED SERVICE
BOARD NO. — BRANCH
SERIAL NO. — CO. — REG.
CLASSIFICATION — DISCHARGED
Reason for Deferred Classification
Remarks

Notify in Case of Sickness or Injury
Name
Address — Phone No.

Remarks

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Register No.	Telephone No.	EMPLOYES RECORD CARD	E. B. A. No. C 27341	Pay Roll No.

Name

Address

W. F. 599

Employe's Signature

Physical Defects Code

Code — A — No Occupational Restrictions
B — Requires Occupational Approval of Works Physician
C — Physically Unfit

BIRTH

Date

Place

Nationality

Date of Arrival in U.S.

Date of 1st Papers

Date of Naturalization

ENGLISH

Speaks Reads Writes

Other Languages Spoken

Married Wife in this Country

Single

No. of Children Other Dependts

Birth Dates of Children

Male Female Height Weight Hair Eyes Complexion Light Medium Dark

Key	Date	Dept.	Occupation	Foreman	Rate	Effective	Left	Key	Key	Date	Dept.	Occupation	Foreman	Rate	Effective	Left	Key

KEY E (Employed) O (Laid Off) Q (Quit) T (Transferred) D (Discharged) P (Dropped) R (Returned) A (Resigned)

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W. F. 599

PREVIOUS EMPLOYMENT RECORD

C 27342

Name of Firm	Address	Date From	Date To	Check No.	Occupation	Foreman	Answer to Inquiry

Education		Thrift		Rating Record	Excellent	Good	Fair	Poor
	YEARS			Work				
Grade School		Stockholder		Conduct				
High "		Profit Sharing		Ability				
Academic		Owns Home		Personality				
Technical								

Position Aspired to

Absence Record (Days)												
YEAR	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
19												
19												
19												
19												

Accident Record

Date	Accident No.	Class

CLASSIFICATION
C-Company's Fault T. R. Trade Risk
E-Employe's " O-Outside Industry

Military Service

REGISTERED	ENTERED SERVICE
BOARD NO.	BRANCH
SERIAL NO.	CO. REJ.
CLASSIFICATION	DISCHARGED

Reason for Deferred Classification

Remarks

Notify in Case of Sickness or Injury — Name, Address, Phone No.

Remarks

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C 27343

International Harvester Corporation

CHICAGO, ILLINOIS, December 23, 1915.

To the Employes in the United States and Canada
of International Harvester Corporation
and Its Subsidiary Companies:

In order to reward continuous service and assist employes to become stockholders in this Corporation and share in its profits, the Directors announce the following

PROFIT SHARING PLAN:

1. **Any Employe May Subscribe** for a Profit Sharing Certificate for $50 or any multiple thereof up to the sum of $1,000. The payments for the Certificate shall be made in specified sums of not less than $1 nor more than $25 per month, which may be regularly deducted from the employe's wages. The amount thus agreed to be paid must be sufficient, with the other credits hereinafter provided, to pay such Certificate in full on or before January 2, 1921.

Whenever the employe is unable to work for the Corporation because of shut-down or of his sickness or accident disability, his payments may be temporarily reduced or suspended.

Each employe who subscribes for a Profit Sharing Certificate before March 1, 1916, and has earned $100 or more during the year 1915, will also be credited on such Certificate at the date of his subscription with a sum equal to 1 per cent of his wages during 1915. If he has been in the Corporation's employment throughout that year, this credit will be not less than $10.

2. **The Corporation Agrees To Credit** annually on January 2 of each year, from 1917 to 1921, inclusive, on the Profit Sharing Certificate, in addition to the employe's payments thereon, the following:

(a) An amount equal to 1 per cent of the employe's wages earned during the preceding calendar year, if such wages amount to not less than $100 and the employe is still working for the Corporation. If he has been in the Corporation's employment throughout the preceding year, this credit will be not less than $10.

If any holder of a Profit Sharing Certificate, because of a shut-down in his department or his sickness or injury disability, is absent from work on January 2 of any year prior to and including 1921, the Corporation will make the above credit if he resumes work not later than April 1 of the same year either when the work in his department is resumed or upon his recovery from such disability.

(b) Interest at the rate of 5 per cent per annum on all his payments and credits on his Profit Sharing Certificate.

In case the holder of a Profit Sharing Certificate ceases to be an employe of the Corporation, the amount to the credit of his Certificate shall be payable to him in cash within thirty days thereafter, after which date it will not bear interest.

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C 27344

3. **Employe's Options.** Every employe holding a Profit Sharing Certificate shall have the right:

(a) To apply the amount credited upon his Profit Sharing Certificate to the purchase, from the Corporation, of its common stock at $3 per share below its then market price at any time when such amount is sufficient to pay for one or more such shares; or

(b) To receive in cash the full amount of his Certificate, with accrued interest, any time after such Certificate is fully paid; or

(c) To leave with the Corporation until January 2, 1921, the amount of his paid-up Profit Sharing Certificate, and (if he continues in the employ of the Corporation) to receive in cash on every January 2, to and including the year 1921, interest thereon at 5 per cent per annum and also an amount equal to 1 per cent of his wages for the preceding year but not less than $10; and

(d) To subscribe from time to time for additional Profit Sharing Certificates upon the terms and conditions above set forth, provided the total amount of certificates subscribed for by any employe shall not exceed $1,000 and his payments thereon shall not exceed $25 per month.

4. **Special Profit Sharing to Employe Stockholders.** The Corporation agrees to pay to each employe, while he shall continue to be an employe and to own stock under this Plan, in addition to the dividends on his stock, an amount equal to the extra dividend which he would receive upon his said stock if the entire excess of the net profits of the Corporation for each calendar year prior to January 1921, over and above an amount equal to 6 per cent on the moneys invested in the Corporation's business during such year, were distributed *pro rata* to all the holders of its common stock. The Corporation guarantees that this amount shall not be less than $2 a year for each share of stock so held by the employe. The guaranteed $2 per share will be paid by January 10 and the remainder as soon thereafter as the balance sheet has been approved by the Board of Directors.

The "moneys invested in the Corporation's business" for each year shall be the capital stock and surplus as shown by its annual balance sheet as of December 31st of the preceding year approved by its Board of Directors. The "net profits" for each year shall be the amount shown as net profits upon the Corporation's balance sheet as of December 31st for that year approved by its Directors. (See next page.)

Such additional annual payments to employe stockholders, for any year, shall be paid upon only such shares of stock as are acquired hereunder prior to February 1 and held until the end of that year.

5. This Profit Sharing Plan ends January 2, 1921. The Corporation does not agree to continue any of the rights, interest or profit sharing above outlined beyond January 2, 1921. It hopes, however, to be able to announce an extension of the Plan beyond that date.

6. Participation in this Profit Sharing Plan is not compulsory upon any employe. Failure to accept any of the offers made by the Corporation under this Plan will not in any way affect the employment or standing of any one who is now or may hereafter be in the service of the Corporation.

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The following tables have been prepared to show how monthly payments of $1 and upwards will pay for Profit Sharing Certificates in amounts ranging from $50 to $1,000.

While the Profit Sharing Plan provides that the yearly credit shall be 1% of the employe's wages, these tables show in each case a credit of $10, this being the minimum amount which will be credited to each subscriber who has been in the Company's employment throughout the preceding year.

		$1.00 Per Mo.	$2.00 Per Mo.	$3.00 Per Mo.	$4.00 Per Mo.	$5.00 Per Mo.	$6.00 Per Mo.	$7.00 Per Mo.	$8.00 Per Mo.	$9.00 Per Mo.	$10.00 Per Mo.	$11.00 Per Mo.	$12.00 Per Mo.	$13.00 Per Mo.	$14.00 Per Mo.	$15.00 Per Mo.	$20.00 Per Mo.	$25.00 Per Mo.
1916																		
Jan. 2	1% of Wages (Minimum)	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	78	1 05	1 33	1 60	1 88	2 15	2 43	2 70	2 98	3 25	3 53	3 80	4 08	4 35	4 63	6 00	7 38
		$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
1917																		
Jan. 2	Balance	$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	1 92	2 80	3 69	4 58	5 47	6 36	7 25	8 14	9 02	9 91	10 80	11 69	12 58	13 47	14 36	18 80	23 24
		$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
1918																		
Jan. 2	Balance	$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	[8 Mos.] 200 00
" 31	Interest at 5%	3 11	4 65	6 17	7 71	9 24	10 78	12 31	13 84	15 38	16 91	18 44	19 97	21 51	23 04	24 57	32 24	39 28
		$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
1919																		
Jan. 2	Balance	$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	[4 Mos.] 80 00	-----
" 31	Interest at 5%	4 36	6 57	8 78	10 99	13 20	15 41	17 62	19 83	22 04	24 25	26 46	28 67	30 88	33 09	35 30	44 02	45 50
		$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
1920																		
Jan. 2	Balance	$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	[7 Mos.] 105 00	-----	-----
" 31	Interest at 5%	5 68	8 60	11 53	14 45	17 36	20 28	23 21	26 13	29 05	31 97	34 89	37 81	40 73	43 65	45 94	47 55	48 27
		$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
1921																		
Jan. 2	Balance	$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
	Total Credit— Jan. 2, 1921	$ 135 85	$ 203 67	$ 271 50	$ 339 33	$ 407 15	$ 474 98	$ 542 82	$ 610 64	$ 678 47	$ 746 29	$ 814 12	$ 881 94	$ 949 78	$1017 60	$1009 80	$1008 61	$1023 67

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It is hoped that this Profit Sharing Plan will commend itself to our employes and that it may help to emphasize in their minds the fact that the International Harvester Corporation is their Company, and that its interests and their interests are closely linked together.

By Order of the Board of Directors,

INTERNATIONAL HARVESTER CORPORATION,

By CYRUS H. MCCORMICK, *President.*

EXAMPLE 1—$50 CERTIFICATE.

A $50 certificate subscribed for during January 1916 by an employe who has worked for the Corporation one year or more and who pays thereon $1 each month, will be fully paid by January 2, 1918, as follows:

1% of wages for 1915, 1916 and 1917 (minimum)	$30.00
24 monthly payments of $1 each	24.00
5% interest to January 2, 1918	2.70
Total	$56.70

He may draw in cash the full amount on January 2, 1918, or he may leave this amount with the Corporation until January 2, 1921, and if he continues in the employ of the Corporation he will receive in cash on January 2, 1919, $12.84, on January 2, 1920, $12.84, and on January 2, 1921, $12.84. The principal sum, $56.70, will also be paid on January 2, 1921.

EXAMPLE 2—$200 CERTIFICATE.

An employe, who has worked for the Corporation one year or more, subscribing during January 1916, for a $200 certificate with a monthly payment of $2, will have to his credit on January 2, 1919, $120.50, of which he will have paid in $72. If he then withdraws a sufficient amount to purchase one share of stock at $3 below the then market price, he will continue to receive, as credits on the balance of his account, interest at 5% and the percentage of his wages as set forth in this plan. He will also receive dividends upon his share of stock in common with all other stockholders and an additional annual payment on account of his share of stock guaranteed to be not less than $2.

ADDITIONAL PAYMENTS TO EMPLOYE STOCKHOLDERS.

The following statement shows how the rate of additional payments to employe stockholders, described in Section 4, will be figured:

Capital Stock and Surplus at December 31, 1912:		
Preferred Stock	$30,000,000	
Common Stock	40,000,000	
Surplus	15,793,272	$85,793,272
Net Profit for Year 1913		$ 7,155,252
Deduct 6% on above Capital Stock and Surplus		5,147,596
"Excess net profits" on which rate of additional payment is figured		$ 2,007,656

This balance, $2,007,656, is equal to 5% on the $40,000,000 Common Stock, and represents an additional payment of $5 per share. This statement is figured on 1913 business merely for illustration, and does not fix the rate of additional payment for any year. The Corporation guarantees, however, that this additional payment shall amount to at least $2 per share each year.

Owing to the European war, the present earnings of the Corporation are not sufficient to provide for an additional payment in excess of the $2 per share guaranteed by the Corporation. Dividends on the common stock, when resumed, will be shared in by the employe stockholder without any reduction being made in the additional payments to which he may be entitled under this plan.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27347

International Harvester Company of New Jersey

CHICAGO, ILLINOIS, December 23, 1915.

To the Employes of
International Harvester Company of New Jersey
and Its Subsidiary Companies:

In order to reward continuous service and assist employes to become stockholders in this Company and share in its profits, the Directors announce the following

PROFIT SHARING PLAN:

1. **Any Employe May Subscribe** for a Profit Sharing Certificate for $50 or any multiple thereof up to the sum of $1,000. The payments for the Certificate shall be made in specified sums of not less than $1 nor more than $25 per month, which may be regularly deducted from the employe's wages. The amount thus agreed to be paid must be sufficient with the other credits hereinafter provided, to pay such Certificate in full on or before January 2, 1921.

Whenever the employe is unable to work for the Company because of shut-down or of his sickness or accident disability, his payments may be temporarily reduced or suspended.

Each employe who subscribes for a Profit Sharing Certificate before March 1, 1916, and has earned $100 or more during the year 1915, will also be credited on such Certificate at the date of his subscription with a sum equal to 1 per cent of his wages during 1915. If he has been in the Company's employment throughout that year, this credit will be not less than $10.

2. **The Company Agrees To Credit** annually on January 2 of each year, from 1917 to 1921, inclusive, on the Profit Sharing Certificate, in addition to the employe's payments thereon, the following:

(a) An amount equal to 1 per cent of the employe's wages earned during the preceding calendar year, if such wages amount to not less than $100 and the employe is still working for the Company. If he has been in the Company's employment throughout the preceding year, this credit will be not less than $10.

If any holder of a Profit Sharing Certificate, because of a shut-down in his department or his sickness or injury disability, is absent from work on January 2 of any year prior to and including 1921, the Company will make the above credit if he resumes work not later than April 1 of the same year either when the work in his department is resumed or upon his recovery from such disability.

(b) Interest at the rate of 5 per cent per annum on all his payments and credits on his Profit Sharing Certificate.

In case the holder of a Profit Sharing Certificate ceases to be an employe of the Company, the amount to the credit of his Certificate shall be payable to him in cash within thirty days thereafter, after which date it will not bear interest.

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3. **Employe's Options.** Every employe holding a Profit Sharing Certificate shall have the right:

(a) To apply the amount credited upon his Profit Sharing Certificate to the purchase, from the Company, of its common stock at $3 per share below its then market price at any time when such amount is sufficient to pay for one or more such shares; or

(b) To receive in cash the full amount of his Certificate, with accrued interest, any time after such Certificate is fully paid; or

(c) To leave with the Company until January 2, 1921, the amount of his paid-up Profit Sharing Certificate, and (if he continues in the employ of the Company) to receive in cash on every January 2, to and including the year 1921, interest thereon at 5 per cent per annum and also an amount equal to 1 per cent of his wages for the preceding year but not less than $10; and

(d) To subscribe from time to time for additional Profit Sharing Certificates upon the terms and conditions above set forth, provided the total amount of certificates subscribed for by any employe shall not exceed $1,000 and his payments thereon shall not exceed $25 per month.

4. **Special Profit Sharing to Employe Stockholders.** The Company agrees to pay to each employe, while he shall continue to be an employe and to own stock under this Plan, in addition to the dividends on his stock, an amount equal to the extra dividend which he would receive upon his said stock if the entire excess of the net profits of the Company for each calendar year prior to January 1921, over and above an amount equal to 6 per cent on the moneys invested in the Company's business during such year, were distributed *pro rata* to all the holders of its common stock. The Company guarantees that this amount shall not be less than $2 a year for each share of stock so held by the employe. The guaranteed $2 per share will be paid by January 10 and the remainder as soon thereafter as the balance sheet has been approved by the Board of Directors.

The "moneys invested in the Company's business" for each year shall be the capital stock and surplus as shown by its annual balance sheet as of December 31st of the preceding year approved by its Board of Directors. The "net profits" for each year shall be the amount shown as net profits upon the Company's balance sheet as of December 31st for that year approved by its Directors. (See next page.)

Such additional annual payments to employe stockholders, for any year, shall be paid upon only such shares of stock as are acquired hereunder prior to February 1 and held until the end of that year.

5. This Profit Sharing Plan ends January 2, 1921. The Company does not agree to continue any of the rights, interest or profit sharing above outlined beyond January 2, 1921. It hopes, however, to be able to announce an extension of the Plan beyond that date.

6. Participation in this Profit Sharing Plan is not compulsory upon any employe. Failure to accept any of the offers made by the Company under this Plan will not in any way affect the employment or standing of any one who is now or may hereafter be in the service of the Company.

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The following tables have been prepared to show how monthly payments of $1 and upwards will pay for Profit Sharing Certificates in amounts ranging from $50 to $1,000.

While the Profit Sharing Plan provides that the yearly credit shall be 1% of the employe's wages, these tables show in each case a credit of $10, this being the minimum amount which will be credited to each subscriber who has been in the Company's employment throughout the preceding year.

		$1.00 Per Mo.	$2.00 Per Mo.	$3.00 Per Mo.	$4.00 Per Mo.	$5.00 Per Mo.	$6.00 Per Mo.	$7.00 Per Mo.	$8.00 Per Mo.	$9.00 Per Mo.	$10.00 Per Mo.	$11.00 Per Mo.	$12.00 Per Mo.	$13.00 Per Mo.	$14.00 Per Mo.	$15.00 Per Mo.	$20.00 Per Mo.	$25.00 Per Mo.
1916																		
Jan. 2	1% of Wages (Minimum)	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	78	1 05	1 33	1 60	1 88	2 15	2 43	2 70	2 98	3 25	3 53	3 80	4 08	4 35	4 63	6 00	7 38
		$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
1917																		
Jan. 2	Balance	$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	1 92	2 80	3 69	4 58	5 47	6 36	7 25	8 14	9 02	9 91	10 80	11 69	12 58	13 47	14 36	18 80	23 24
		$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
1918																		
Jan. 2	Balance	$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	[8 Mos.] 200 00
" 31	Interest at 5%	3 11	4 65	6 17	7 71	9 24	10 78	12 31	13 84	15 38	16 91	18 44	19 97	21 51	23 04	24 57	32 24	39 28
		$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
1919																		
Jan. 2	Balance	$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	[4 Mos.] 80 00	-----
" 31	Interest at 5%	4 36	6 57	8 78	10 99	13 20	15 41	17 62	19 83	22 04	24 25	26 46	28 67	30 88	33 09	35 30	44 02	45 50
		$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
1920																		
Jan. 2	Balance	$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	[7 Mos.] 105 00	-----	-----
" 31	Interest at 5%	5 68	8 60	11 53	14 45	17 36	20 28	23 21	26 13	29 05	31 97	34 89	37 81	40 73	43 65	45 94	47 55	48 27
		$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
1921																		
Jan. 2	Balance	$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
	Total Credit— Jan. 2, 1921	$ 135 85	$ 203 67	$ 271 50	$ 339 33	$ 407 15	$ 474 98	$ 542 82	$ 610 64	$ 678 47	$ 746 29	$ 814 12	$ 881 94	$ 949 78	$1017 60	$1009 80	$1008 61	$1023 67

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It is hoped that this Profit Sharing Plan will commend itself to our employes and that it may help to emphasize in their minds the fact that the International Harvester Company of New Jersey is their Company, and that its interests and their interests are closely linked together.

By Order of the Board of Directors,

INTERNATIONAL HARVESTER COMPANY OF NEW JERSEY,

By CYRUS H. McCORMICK, *President.*

EXAMPLE 1—$50 CERTIFICATE.

A $50 certificate subscribed for during January 1916 by an employe who has worked for the Company one year or more and who pays thereon $1 each month, will be fully paid by January 2, 1918, as follows:

1% of wages for 1915, 1916 and 1917 (minimum)	$30.00
24 monthly payments of $1 each	24.00
5% interest to January 2, 1918	2.70
Total	$56.70

He may draw in cash the full amount on January 2, 1918, or he may leave this amount with the Company until January 2, 1921, and if he continues in the employ of the Company he will receive in cash on January 2, 1919, $12.84, on January 2, 1920, $12.84, and on January 2, 1921, $12.84. The principal sum, $56.70, will also be paid on January 2, 1921.

EXAMPLE 2—$200 CERTIFICATE.

An employe, who has worked for the Company one year or more, subscribing during January 1916, for a $200 certificate with a monthly payment of $2, will have to his credit on January 2, 1919, $120.50, of which he will have paid in $72. If he then withdraws a sufficient amount to purchase one share of stock at $3 below the then market price, he will continue to receive, as credits on the balance of his account, interest at 5% and the percentage of his wages as set forth in this plan. He will also receive dividends upon his share of stock in common with all other stockholders and an additional annual payment on account of his share of stock guaranteed to be not less than $2, and which, on the basis of the earnings of the Company for the year 1914, would amount to $5.20 each year.

ADDITIONAL PAYMENTS TO EMPLOYE STOCKHOLDERS.

The following statement shows how the rate of additional payments to employe stockholders, described in Section 4, will be figured:

Capital Stock and Surplus December 31, 1913:		
Preferred Stock	$30,000,000	
Common Stock	40,000,000	
Surplus	19,608,797	$89,608,797
Net Profit for Year 1914		$ 7,463,231
Deduct 6% on above Capital Stock and Surplus		5,376,527
"Excess net profits" on which rate of additional payment is figured		$ 2,086,704

This balance, $2,086,704, is equal to 5.2% on the $40,000,000 Common Stock, and represents an additional payment of $5.20 per share. This statement is figured on 1914 business merely for illustration, and does not fix the rate of additional payment for any year. The Company guarantees, however, that this additional payment shall amount to at least $2 per share each year. Any increase in the dividends on the common stock will be shared in by the employe stockholder without any reduction being made in the additional payments to which he may be entitled under this plan.

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Health

INTERNATIONAL HARVESTER COMPANY WELFARE.

1. Sanitary Shops.
2. Pure Drinking Water.
3. Modern Wash Rooms.
4. Individual Lockers.
5. Shops Well Lighted.
6. Thorough Ventilation.
7. Medical Service.
8. First Aid.
9. Occupational Disease Prevention.
10. Anti-Tuberculosis Campaign.
11. Safety First.
12. Compensation For Accidents.
13. Employes' Benefit
14. Fire Protection.
15. Lunch Rooms.
16. Employes' Club.
17. Shop Schools.
18. Evening Schools.
19. Saturday Half Holiday.
20. Rest Rooms and Matrons.
21. Minimum Wages For Women.
21-A. No Night Work For Women.
22. Old Age And Disability Pensions.
~~23. Advisory Board On Welfare.~~

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~~INDUSTRIAL RELATIONS PLAN~~

Part II - ~~Joint Conference~~

Representation Employees

1 Plant Conference Committee

In order to afford a means of securing to employees a greater share in and responsibility for the determination and observation of the conditions under which their work is carried on, together with a better understanding and closer co-operation between the employees and the management in all matters pertaining to employment and working and living conditions, a Plant Conference Committee shall be formed, consisting of representatives elected by the employees from among their own number and of representatives appointed by the management, with powers as hereinafter provided.

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November 8,1918.

INDUSTRIAL RELATIONS PLAN

I. Plant Conference Committee:

A Plant Conference Committee shall be formed, consisting of representatives elected by the employes from among their own number and of representatives appointed by the Management, (the voting power of each group of representatives to be equal at all times.)

II. Voting Divisions:

The basis of representation shall be one representative for each 300 employes or fraction thereof, and in order that the different areas and crafts may be fairly represented, _____ works is divided into voting divisions, each entitled on the basis of the present number of employes to the number of representatives indicated below, e. g.:

1.	Stock yard, Malleable Foundry	1
2.	Charging and melting crews, Malleable Foundry .	1
3.	Core makers, bench and floor molders, Malleable Foundry	2
4.	Finishing Department, Malleable Foundry . .	1
5.	Knife and Bar Department, ...	1
6.	Loading, Shipping and Transportation Department	2

Representation shall be determined according to the average number of employes in any voting district during the month of December preceding the annual election.

The Plant Conference Committee may alter the above arrangement of voting divisions wherever it deems a change desirable in order to secure more complete and fair representation.

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III. Qualifications of Employe Representatives:

(1) No person can be nominated for employe representative of a voting division unless he is employed therein.

(2) No employe of the grade of Assistant Foreman or above, having ~~the~~ power to employ or discharge other employes, shall be eligible for nomination.

(3) No employe shall be eligible for nomination unless he or she is a citizen of the United States, twenty-one years old or over, and shall have been continuously in the Company's service for one year immediately prior to nomination, as shown by the employment office records.

IV. Nomination and Election of Employe Representatives:

The nomination and election of employe representatives shall be by secret ballot. The first nomination and election shall be held as soon as practicable after the adoption of this Plan and thereafter nominations and elections will be held annually during January on days fixed by the Plant Conference Committee.

Notice of the time appointed for the nomination and election shall be given by public notice posted at the Works at least five days before the nominating ballot.

All employes, both men and women, shall be entitled to vote except those of the grade of Assistant Foremen ~~and~~ or above and ~~those~~ having power to employ or discharge other employes.

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Nominations.

Nominations shall be made in the following manner:

1. Not more than four days before the date fixed for the election, a nominating vote shall be taken. Each employe will be handed a blank ballot stating the number of representatives to be nominated from his voting division. These ballots will be ~~offered~~ supplied to each employe present at work on the day of the nomination, including all workers on the night turn, if any.

2. On this ballot the employe will write (or he may have a fellow employe write for him) the name of the person he desires to nominate. If his voting division is to elect one representative then one name shall be written on the ballot; if his voting division is to elect two representatives then two names; and so on.

3. If any ballot contains more names than the number of representatives to be elected from that voting division it shall not be counted.

4 The employes will deposit their ballots in a locked box carried by a teller representing the employes, who shall be accompanied by the timekeeper.

5 When all who desire have voted, the timekeeper and employe ~~watcher~~ teller shall open the ballot box and count and record the votes in the presence of the Works' Auditor (or person delegated by him).

6 In those voting divisions from which one representative is to be elected, the two persons receiving the largest number of votes shall be declared nominated. If any voting division

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is to elect more than two representatives, then the four persons receiving the highest number of votes shall be declared nominated, and so on.

7 If any person nominated is disqualified under the provisions of Paragraph III, then the properly qualified candidate receiving the next highest number of votes shall be declared the nominee.

8 The results of the balloting and the names of the nominees shall be posted in the Works as soon as the votes have been counted and the nominations declared.

Election.

1 Not more than four days after the nominations are posted the election by secret ballot shall be held in the same manner as for the nominations, except that at the election only the names of the persons who have been duly nominated will appear on the ballots, and these persons alone can be voted for.

2 The candidate or candidates receiving the highest number of votes in their voting division shall be declared elected members of the Plant Conference Committee for one year, and until their successors are elected.

V. Vacancies in the Plant Conference Committee:

1. If an employe representative leaves the service of the Company, or if he becomes ineligible for any of the reasons stated in Paragraph III, or is absent from more than four consecutive meetings of the Committee without such absence being excused by the Committee, his membership therein shall immediately cease.

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2 All vacancies among the employe representatives shall be promptly filled by special nomination and election conducted by the Plant Conference Committee. Vacancies among the Company representatives shall be filled by appointment by the Management.

VI Organization and Meetings of Plant Conference Committees:

(1) The Manager of the Industrial Relations Department, or someone designated by him, shall act as Chairman of the Plant Conference Committee, but shall have no vote. The Secretary shall be chosen by the Committee.

(2) A majority of the employe representatives, together with a majority of the Management representatives, shall constitute a quorum, and no business shall be done at any meeting of the Plant Conference Committee at which less than a quorum is present.

(3) The Plant Conference Committee shall hold regular meetings at least once each month, on such dates as may be fixed by the Committee, and may hold special meetings if necessary. Special meetings may be called on three days' notice by the Chairman, Secretary, ~~or~~ and any three members of the Committee.

(4) The Plant Conference Committee may appoint such number of subcommittees as it may deem desirable for the efficient transaction of the business coming before it. On all such subcommittees both the employes and the Management shall be represented, ~~and the voting power of each group of representatives shall be equal.~~

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(5) The Management shall provide, at its own expense, a suitable meeting place for the Committee, or subcommittee Employees, while attending ~~the~~ meeting in response to a request from the Joint Committee, shall receive from the Company their regular pay for such time as they are actually and necessarily absent from their regular duties on this account.

(6) Employes serving as members of the Joint Committee shall receive from the Company their regular pay during such absence from their work as this service actually requires, except that if the employe representatives so desire they shall be at liberty to arrange for compensation to be paid by pro rata assessment among the employes.

(7) The Committee ~~shall~~ may prepare and distribute to the employes ~~all~~ reports of its proceedings ~~and decisions that may be authorized by it,~~ and the expense which shall be borne by the Company.

VII. Duties of the Plant Conference Committee:

It shall be the duty of the Committee to ~~give~~ allow the fullest opportunity for ~~the~~ discussion, and consideration ~~and determination~~ of all questions relating to the ~~betterment of~~ employment and working conditions, including efficiency of the plant, safety or health of employes, wages, hours of labor and other ~~similar~~ matters of mutual interest to the employes and the Management.

Any group of employes shall have the right to bring matters before the Committee, and it may of its own motion investigate and consider matters of mutual interest.

The Committee may make to the management any recommendations which in its judgment are deserving of consideration, and may have referred to it, by the management for consideration or report any matter which the management may desire so to refer.

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Medical Service:

The general results of physical examinations.

The medical service supplied to employes and their families.

General measures of health preservation.

The cost and revenue of plant medical service.

Educational Programs:

Kind of instruction given.

Number of employe members.

Attendance and efficiency records.

Cost and revenue of classes.

Employment:

Number new employes hired and former employes rehired, and ratio to average force employed.

Number of employes leaving, classified as to cause.

Shortages or surpluses of labor supply.

The Plant Conference Committee may discuss with the Superintendent, or person delegated by him, ~~other~~ facts or figures on ~~the above or similar~~ activities, which will serve to assist in increasing efficiency, ~~and~~ or to add to the health, safety and comfort of the employes.

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VIII. **The President's Industrial Representative:**

1) To facilitate close relationship between the management and employees, the President of the Company shall appoint a personal representative, (or representatives) who shall be known as the President's Industrial Representative, and be concerned exclusively with keeping the management in touch with the employees, through their representatives and otherwise, and in seeing that just and harmonious relations are maintained between the employees and those in authority over them.

2. The President's Industrial Representative shall respond promptly to any request from employees' representatives, and shall interview all the employees' representatives from time to time, but not less frequently than once every month, with reference to matters of concern to employees, and report the result of such interviews to the President.

3. The President's Industrial Representative shall also be available for purposes of conference by Superintendents and other officers of the Company with respect to any conditions requiring attention, or any matter pertaining to their relations with employees; or officials of the Company; and the President's Industrial Representative shall be free at all times to confer with any official or employee with respect to any condition or matter of concern to employees or the management.

The President's Industrial Representative shall be directly responsible to the President of the Company for his authority, and answerable to the President for the manner of its exercise.

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Under General

In order that the Plant Conference Committee may review the activities of the Works in regard to safety, medical and educational matters and offer suggestions and criticisms thereon to the Superintendent, the Superintendent shall require the person in charge of these activities to submit reports to the Plant Conference Committee, giving the following facts:

Accidents:

The local frequency rate, and its relation to that of other plants

The local severity rate, and its relation to that of other plants

The local casualty cost, and its relation to that of other plants

A description of every lost time accident occurring at the plant.

A statement of the recommendation for accident prevention made, and the action taken thereon.

Sanitation:

The condition and adequacy of showers, spigots, drinking fountains, lockers and other equipment

The analyses of drinking water supply

The adequacy of ventilation

Restaurants:

Actual number of meals served

Actual cost of preparation and service of meals

Actual cash receipts for meals served.

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Part III

~~Part II~~ - Procedure in Matters
Requiring Adjustment

In order to provide an orderly, expeditious, and effective procedure in the settlement of all matters requiring adjustment, as well as to protect employees against unjust or arbitrary treatment, or any unfair or undesirable condition in their employment, and to assist the management in the detection of grievances in incipient stages, it is provided that employees shall have the following rights, with respect to all such matters, to be exercised in the order indicated.

Reference to Company Officials:

Any matter which, in the opinion of any employee or group of employees, requires adjustment may be taken up by such employee or employees, either in person or through any one or two of the employees' representatives,

First -

With the Foreman of the work on which such employee or employees are engaged.

Second -

With the Assistant Superintendent.

Third -

With the President's Industrial Representative ~~or the Manager of Industrial Relations~~.

In each case, the official appealed to shall endeavor satisfactorily to adjust the matter and effect a settlement of the difference or removal of the condition or injustice complained of.

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VIII. Procedure of Plant Conference Committee:

(a) If any employe or group of employes desires to bring any matter before the Plant Conference Committee, it shall be presented in writing to the Secretary of the Committee and it shall be first to ascertain whether the matter has been properly presented through the regular channels to the Superintendent, and if not he shall see that such presentation is promptly made.

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(a) If the matter is not satisfactorily disposed of in this manner, the Secretary, upon the request of the employe or group of employes, shall, at least three days before the next regular meeting of the Plant Conference Committee, submit a written statement of the matter to each member thereof.

(b) Any employe thus referring a matter to the Plant Conference Committee shall have an opportunity to appear before it and personally present his case. Any group of employes referring a matter to the Plant Conference Committee shall select not more than three spokesmen from their own number to appear before the Committee.

(c) The Plant Conference Committee shall have the right to call any employe before it to give information regarding the matter under investigation. The members of the Plant Conference Committee may go in a body to any part of the plant to make investigations, or may appoint subcommittees for that purpose.

(d) After complete investigation and full discussion of any matter under consideration by the Plant Conference Committee, a decision shall be reached in the following manner:

(a) The Chairman shall first call for an informal ballot, which shall be by secret ballot, and the Secretary shall announce the result of the vote. Such informal ballot shall not constitute final action, but shall be solely for the purpose of securing an indication of the attitude of the Committee. The informal ballot, however, may be made final by the unanimous vote of the Plant Conference Committee.

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(b) After the informal ballot the Chairman shall call for a formal ballot, in which the employe representatives and the Company's representatives shall vote separately, and this ballot shall be secret unless otherwise ordered by the Plant Conference Committee. The vote of a majority of the employe representatives shall be taken as the vote of all, and shall be recorded as their unit vote. Similarly the vote of the majority of the Company's representatives shall be taken as the vote of all, and shall be recorded as their unit vote.

(c) In case of a tie vote, the Chairman shall declare that there is no decision, and it will then be in order to re-open the discussion, or for any member of the Committee to offer substitute or compromise motions on which the vote shall be taken by informal and formal ballot in the same manner as provided above.

(d) If after further discussion and consideration the vote of the Plant Conference Committee still remains a tie, then the matter shall be referred for consideration and decision to a General Committee to be formed as provided in Paragraph IX.

IX. ~~General Committee~~ Conference:

As it is probable that certain matters coming before a Plant Conference Committee of one works in the Chicago District may affect other Works in that District, General Committees for the consideration of such matters may be formed from time to time in the following manner:

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Reference to Plant Conference Committee:

If a satisfactory disposition of any such matter is not effected within a reasonable time, employees, through their representatives, may appeal the matter to the Plant Conference Committee. ~~(See procedure, VIII, p. 8).~~

(a)

Reference to the Superintendent:

If the Plant Conference Committee fail to effect a satisfactory disposition of the matter, it shall be reported upon by the Committee to the Superintendent, who shall endeavor satisfactorily to dispose of the same.

Reference to ~~the~~ General Conference Committee:

If the Superintendent is unable immediately to effect a satisfactory settlement, the matter, if it be one likely to affect the employees or management of other works ~~in the same district~~, shall then be referred to a General Conference Committee, ~~to be selected as hereinafter provided;~~ ~~(See procedure, II, p. 11)~~ which Committee shall endeavor to adjust the same. ~~If the matter be one concerning a particular works only, it shall be referred direct to the President of the Company.~~ (b) ~~In determining~~ whether or not a matter is likely to be of concern to more than a particular works, ~~the unanimous opinion of either the representatives of the employees or the representatives of the management on the Plant Conference Committee which has had to do with the matter shall determine.~~

(b)

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(take out)

Upon notice from the President or General Manager that a matter pending before a Plant Committee of any Works affects other Works of the Company, such Plant Committee shall take no further action, but shall refer the matter to a General Committee to be formed.

see Kl, p 12

where matters are referred to a General Conference Committee

The President or General Manager shall indicate the Works which are mutually interested, and the employe representatives on the Plant Conference Committees at each of such Works shall select one or more of their own number to act as members of the General Committee.

Works having less than 2000 employes shall be entitled to one member on the General Committee; Works having 2000 or more employes and less than 4000 employes shall be entitled to two members, and Works having more than 4000 to three members.

The President or General Manager shall appoint a number of Management representatives to serve on the General Conference Committee not greater than the aggregate of employe representatives so serving.

The President or General Manager, or some person designated by either of them, shall act as chairman of the General Committee but without vote.

A meeting of such General Committee shall be called by the President or General Manager to be held within 15 days after the notice by the President or General Manager that the matter affects more than one Works.

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Reference to the President of the Company:

If the General Conference Committee fail to effect a satisfactory disposition ~~of the matter,~~ it shall be reported upon by the Committee to the President of the Company, who shall endeavor to dispose ~~of it finally.~~

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Reference to Arbitration:

If the President should prefer not to pass upon ~~the~~ a question at issue, or if the settlement as proposed by him should not be satisfactory to a majority of the employees' representatives on ~~the Joint General Committee~~ the Plant Conference Committee on the General Conference Committee as the case may be, then, if the President and a majority of the employees' representatives on the ~~Joint General~~ Committee ~~so agree~~ determined, the matter shall be referred to an arbitrator or arbitrators, to be determined at the time according to the nature of the controversy.

Where arbitration has been agreed upon, if the President and a majority of the employees' representatives on ~~the Joint General~~ Committee ~~are~~ concerned unable to agree upon an arbitrator or arbitrators, the President shall select one arbitrator, and the employees' representatives on the ~~Joint General~~ Committee, one arbitrator; and the two arbitrators thus selected shall endeavor to settle the matter in dispute. If the ~~two~~ arbitrators are unable to settle the matter in dispute, they shall select a third arbitrator and the decision of any two of the three thus chosen shall be final and binding upon both parties.

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The procedure of the General Committee shall be the same as that prescribed for the Plant Conference Committees, as set forth in Paragraph VIII.

X Arbitration:

If the General Committee is unable to agree, then the matter may be referred, at the request of a majority of either the employe representatives or the Management representatives, to the President of the Company for settlement. The decision of the President must be rendered within ten days from the date of the submission of the matter to him.

If his decision is not satisfactory to the employe representatives, then the matter shall be referred to a fair and impartial Arbitrator to be selected as soon as possible by the General Committee to which the matter was originally referred.

The decision of the General Committee or of the Arbitrator selected by it shall be binding upon all the Works originally designated by the President or General Manager as being parties to the proceeding, and may be made retroactive if justice so requires.

XI Reference from Plant Conference Committee to General Committee.

Whenever a Plant Conference Committee is unable to decide any matter, it shall notify the President or General Manager, who shall within ten days form a General Committee composed of representatives from not less than three of the other Works of the Company in addition to the Works where the matter arose. The President shall designate the Works from which representatives shall be chosen to

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Part IV

Principles & Policies governing Industrial Relations

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form such General Committee, and the procedure, including arbitration, shall be the same as that prescribed for Plant Conference Committees in Paragraph VIII.

~~XIII.~~ Guaranty of Independence of Action:

Every employe serving as a representative on any Plant Conference Committee or any General Committee, shall be free to perform his duties in an absolutely independent manner, and shall not be discriminated against on account of any action taken by him in good faith in his representative capacity.

To guarantee to each representative his right of independent action, he shall have the right to appeal directly to the President or General Manager for relief from any alleged discrimination against him, and if the decision of the President or General Manager is not satisfactory to him, then ~~to have the question arbitrated by an arbitrator selected by mutual agreement.~~

~~XIV.~~ Decisions Affecting Wages:

~~Decisions~~ affecting wages ~~made by any Plant Conference~~ Committee, General Conference Committee or by arbitration, shall be subject to revision whenever changed conditions justify, but not oftener than at intervals of six months.

~~XV.~~ Employes' Rights Preserved:

Neither the adoption of this Plan nor any decisions under it shall in any way abridge the rights of any employe, and it shall be applied to all employes without discrimination because of race, sex, political or religious affiliation or membership in any labor or other organization.

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XV. Amendment or Termination of Plan:

This Plan may be amended by the ~~Joint~~ Plant Conference Committee at any Works by the majority vote of all the duly elected Employe Representatives and of all the Company Representatives, but no vote on any proposed amendment shall be taken until the regular meeting following its presentation, and no amendment shall be adopted that will destroy or limit exact equality in the ~~Joint~~ Plant Conference Committee and in the General Conference Committees of the Employe Representatives and Company Representatives.

If a proposed amendment is deemed by the President or General Manager to affect any other Works, upon notice to that effect being given, a General Conference Committee shall be formed to consider the amendment. The adoption or rejection of an amendment shall not be the subject of arbitration.

This Plan may be terminated after six months' notice by a majority vote of the Works' employes or by action of the Board of Directors of the Company.

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WLMK 9 II

NOTICE

PROFIT SHARING PLAN

Employes of the International Harvester Company of America, Wisconsin Steel Company and Wisconsin Lumber Company may subscribe for Profit Sharing Certificates of the International Harvester Company of New Jersey.

Employes of the International Harvester Company of Canada, Limited, and all Railroads may subscribe for Profit Sharing Certificates of the International Harvester Corporation.

Any employe whose permanent duties embrace work for both the International Harvester Company of New Jersey or its subsidiary Companies and the International Harvester Corporation or its subsidiary Companies may subscribe up to $500 of Profit Sharing Certificates in either Company.

Further information may be obtained from your department manager.

G. A. RANNEY,
Secretary.

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International Harvester Company of New Jersey

CHICAGO, ILLINOIS, December 23, 1915.

To the Employes of
International Harvester Company of New Jersey
and Its Subsidiary Companies:

In order to reward continuous service and assist employes to become stockholders in this Company and share in its profits, the Directors announce the following

PROFIT SHARING PLAN:

1. **Any Employe May Subscribe** for a Profit Sharing Certificate for $50 or any multiple thereof up to the sum of $1,000. The payments for the Certificate shall be made in specified sums of not less than $1 nor more than $25 per month, which may be regularly deducted from the employe's wages. The amount thus agreed to be paid must be sufficient with the other credits hereinafter provided, to pay such Certificate in full on or before January 2, 1921.

Whenever the employe is unable to work for the Company because of shut-down or of his sickness or accident disability, his payments may be temporarily reduced or suspended.

Each employe who subscribes for a Profit Sharing Certificate before March 1, 1916, and has earned $100 or more during the year 1915, will also be credited on such Certificate at the date of his subscription with a sum equal to 1 per cent of his wages during 1915. If he has been in the Company's employment throughout that year, this credit will be not less than $10.

2. **The Company Agrees To Credit** annually on January 2 of each year, from 1917 to 1921, inclusive, on the Profit Sharing Certificate, in addition to the employe's payments thereon, the following:

(a) An amount equal to 1 per cent of the employe's wages earned during the preceding calendar year, if such wages amount to not less than $100 and the employe is still working for the Company. If he has been in the Company's employment throughout the preceding year, this credit will be not less than $10.

If any holder of a Profit Sharing Certificate, because of a shut-down in his department or his sickness or injury disability, is absent from work on January 2 of any year prior to and including 1921, the Company will make the above credit if he resumes work not later than April 1 of the same year either when the work in his department is resumed or upon his recovery from such disability.

(b) Interest at the rate of 5 per cent per annum on all his payments and credits on his Profit Sharing Certificate.

In case the holder of a Profit Sharing Certificate ceases to be an employe of the Company, the amount to the credit of his Certificate shall be payable to him in cash within thirty days thereafter, after which date it will not bear interest.

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3. **Employe's Options.** Every employe holding a Profit Sharing Certificate shall have the right:

(a) To apply the amount credited upon his Profit Sharing Certificate to the purchase, from the Company, of its common stock at $3 per share below its then market price at any time when such amount is sufficient to pay for one or more such shares; or

(b) To receive in cash the full amount of his Certificate, with accrued interest, any time after such Certificate is fully paid; or

(c) To leave with the Company until January 2, 1921, the amount of his paid-up Profit Sharing Certificate, and (if he continues in the employ of the Company) to receive in cash on every January 2, to and including the year 1921, interest thereon at 5 per cent per annum and also an amount equal to 1 per cent of his wages for the preceding year but not less than $10; and

(d) To subscribe from time to time for additional Profit Sharing Certificates upon the terms and conditions above set forth, provided the total amount of certificates subscribed for by any employe shall not exceed $1,000 and his payments thereon shall not exceed $25 per month.

4. **Special Profit Sharing to Employe Stockholders.** The Company agrees to pay to each employe, while he shall continue to be an employe and to own stock under this Plan, in addition to the dividends on his stock, an amount equal to the extra dividend which he would receive upon his said stock if the entire excess of the net profits of the Company for each calendar year prior to January 1921, over and above an amount equal to 6 per cent on the moneys invested in the Company's business during such year, were distributed *pro rata* to all the holders of its common stock. The Company guarantees that this amount shall not be less than $2 a year for each share of stock so held by the employe. The guaranteed $2 per share will be paid by January 10 and the remainder as soon thereafter as the balance sheet has been approved by the Board of Directors.

The "moneys invested in the Company's business" for each year shall be the capital stock and surplus as shown by its annual balance sheet as of December 31st of the preceding year approved by its Board of Directors. The "net profits" for each year shall be the amount shown as net profits upon the Company's balance sheet as of December 31st for that year approved by its Directors. (See next page.)

Such additional annual payments to employe stockholders, for any year, shall be paid upon only such shares of stock as are acquired hereunder prior to February 1 and held until the end of that year.

5. This Profit Sharing Plan ends January 2, 1921. The Company does not agree to continue any of the rights, interest or profit sharing above outlined beyond January 2, 1921. It hopes, however, to be able to announce an extension of the Plan beyond that date.

6. Participation in this Profit Sharing Plan is not compulsory upon any employe. Failure to accept any of the offers made by the Company under this Plan will not in any way affect the employment or standing of any one who is now or may hereafter be in the service of the Company.

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Full Name of Subscriber _____ Application Number _____

To be filled in on typewriter at Works (or Agency) (Leave Blank)

International Harvester Company of New Jersey
AND SUBSIDIARY COMPANIES

APPLICATION FOR PROFIT SHARING CERTIFICATES

To HAROLD F. McCORMICK, Treasurer,
HARVESTER BUILDING,
CHICAGO, ILL.

In accordance with the terms of the offer to employes, dated December 23, 1915, I hereby subscribe for Profit Sharing Certificates to the amount of $_____.

I desire that my monthly payments shall be $_____, to be deducted from my salary or wages.

Unless I shall hereafter otherwise designate in writing, I direct that in the event of my death all benefits under this subscription shall accrue and be paid to my_____
(State Relationship)

_____, _____
Beneficiary's Name (Christian Name in Full) (Address, Street and Number)

_____, _____.
(City) (State)

Dated this_____day of_____19__.

Signature_____
Subscriber's Name (Christian Name in Full)

Employed_____Works (or Agency), _____Department.

Home address_____, City_____, State_____.
(Street and Number)

NOTE:—This application should be carefully filled out in ink. If the subscriber is unable to write his name, his mark should be witnessed. If an employe wishes further information, or assistance in filling out this application, the foreman or the head of the department should be consulted.

This application may be handed to the head of the department or mailed direct to Harold F. McCormick, Treasurer, Harvester Building, Chicago.

Any employe may subscribe for a Profit Sharing Certificate for $50 or any multiple thereof up to the sum of $1,000. The payments for this Certificate shall be made in specified sums of not less than $1 nor more than $25 per month, which may be regularly deducted from the employe's wages. The amount thus agreed to be paid must be sufficient with the other credits provided in the plan to pay in full the Certificate subscribed for on or before January 2, 1921.

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The following tables have been prepared to show how monthly payments of $1 and upwards will pay for Profit Sharing Certificates in amounts ranging from $50 to $1,000.

While the Profit Sharing Plan provides that the yearly credit shall be 1% of the employe's wages, these tables show in each case a credit of $10, this being the minimum amount which will be credited to each subscriber who has been in the Company's employment throughout the preceding year.

		$1.00 Per Mo.	$2.00 Per Mo.	$3.00 Per Mo.	$4.00 Per Mo.	$5.00 Per Mo.	$6.00 Per Mo.	$7.00 Per Mo.	$8.00 Per Mo.	$9.00 Per Mo.	$10.00 Per Mo.	$11.00 Per Mo.	$12.00 Per Mo.	$13.00 Per Mo.	$14.00 Per Mo.	$15.00 Per Mo.	$20.00 Per Mo.	$25.00 Per Mo.
1916																		
Jan. 2	1% of Wages (Minimum)	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	78	1 05	1 33	1 60	1 88	2 15	2 43	2 70	2 98	3 25	3 53	3 80	4 08	4 35	4 63	6 00	7 38
		$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
1917																		
Jan. 2	Balance	$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	1 92	2 80	3 69	4 58	5 47	6 36	7 25	8 14	9 02	9 91	10 80	11 69	12 58	13 47	14 36	18 80	23 24
		$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
1918																		
Jan. 2	Balance	$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	[1] Mos. 200 00
" 31	Interest at 5%	3 11	4 65	6 17	7 71	9 24	10 78	12 31	13 84	15 38	16 91	18 44	19 97	21 51	23 04	24 57	32 24	39 28
		$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
1919																		
Jan. 2	Balance	$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	[4] Mos. 80 00	-----
" 31	Interest at 5%	4 36	6 57	8 78	10 99	13 20	15 41	17 62	19 83	22 04	24 25	26 46	28 67	30 88	33 09	35 30	44 02	45 50
		$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
1920																		
Jan. 2	Balance	$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	[7] Mos. 105 00	-----	-----
" 31	Interest at 5%	5 68	8 60	11 53	14 45	17 36	20 28	23 21	26 13	29 05	31 97	34 89	37 81	40 73	43 65	45 94	47 55	48 27
		$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
1921																		
Jan. 2	Balance	$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
	Total Credit— Jan. 2, 1921	$ 135 85	$ 203 67	$ 271 50	$ 339 33	$ 407 15	$ 474 98	$ 542 82	$ 610 64	$ 678 47	$ 746 29	$ 814 12	$ 881 94	$ 949 78	$1017 60	$1009 80	$1008 61	$1023 67

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It is hoped that this Profit Sharing Plan will commend itself to our employes and that it may help to emphasize in their minds the fact that the International Harvester Company of New Jersey is their Company, and that its interests and their interests are closely linked together.

By Order of the Board of Directors,

INTERNATIONAL HARVESTER COMPANY OF NEW JERSEY,

By CYRUS H. MCCORMICK, *President.*

EXAMPLE 1—$50 CERTIFICATE.

A $50 certificate subscribed for during January 1916 by an employe who has worked for the Company one year or more and who pays thereon $1 each month, will be fully paid by January 2, 1918, as follows:

1% of wages for 1915, 1916 and 1917 (minimum)	$30.00
24 monthly payments of $1 each	24.00
5% interest to January 2, 1918	2.70
Total	$56.70

He may draw in cash the full amount on January 2, 1918, or he may leave this amount with the Company until January 2, 1921, and if he continues in the employ of the Company he will receive in cash on January 2, 1919, $12.84, on January 2, 1920, $12.84, and on January 2, 1921, $12.84. The principal sum, $56.70, will also be paid on January 2, 1921.

EXAMPLE 2—$200 CERTIFICATE.

An employe, who has worked for the Company one year or more, subscribing during January 1916, for a $200 certificate with a monthly payment of $2, will have to his credit on January 2, 1919, $120.50, of which he will have paid in $72. If he then withdraws a sufficient amount to purchase one share of stock at $3 below the then market price, he will continue to receive, as credits on the balance of his account, interest at 5% and the percentage of his wages as set forth in this plan. He will also receive dividends upon his share of stock in common with all other stockholders and an additional annual payment on account of his share of stock guaranteed to be not less than $2, and which, on the basis of the earnings of the Company for the year 1914, would amount to $5.20 each year.

ADDITIONAL PAYMENTS TO EMPLOYE STOCKHOLDERS.

The following statement shows how the rate of additional payments to employe stockholders, described in Section 4, will be figured:

Capital Stock and Surplus December 31, 1913:		
Preferred Stock	$30,000,000	
Common Stock	40,000,000	
Surplus	19,608,797	$89,608,797
Net Profit for Year 1914		$ 7,463,231
Deduct 6% on above Capital Stock and Surplus		5,376,527
"Excess net profits" on which rate of additional payment is figured		$ 2,086,704

This balance, $2,086,704, is equal to 5.2% on the $40,000,000 Common Stock, and represents an additional payment of $5.20 per share. This statement is figured on 1914 business merely for illustration, and does not fix the rate of additional payment for any year. The Company guarantees, however, that this additional payment shall amount to at least $2 per share each year. Any increase in the dividends on the common stock will be shared in by the employe stockholder without any reduction being made in the additional payments to which he may be entitled under this plan.

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C 27381

International Harvester Corporation

CHICAGO, ILLINOIS, December 23, 1915.

To the Employes in the United States and Canada
of International Harvester Corporation
and Its Subsidiary Companies:

In order to reward continuous service and assist employes to become stockholders in this Corporation and share in its profits, the Directors announce the following

PROFIT SHARING PLAN:

1. **Any Employe May Subscribe** for a Profit Sharing Certificate for $50 or any multiple thereof up to the sum of $1,000. The payments for the Certificate shall be made in specified sums of not less than $1 nor more than $25 per month, which may be regularly deducted from the employe's wages. The amount thus agreed to be paid must be sufficient, with the other credits hereinafter provided, to pay such Certificate in full on or before January 2, 1921.

Whenever the employe is unable to work for the Corporation because of shut-down or of his sickness or accident disability, his payments may be temporarily reduced or suspended.

Each employe who subscribes for a Profit Sharing Certificate before March 1, 1916, and has earned $100 or more during the year 1915, will also be credited on such Certificate at the date of his subscription with a sum equal to 1 per cent of his wages during 1915. If he has been in the Corporation's employment throughout that year, this credit will be not less than $10.

2. **The Corporation Agrees To Credit** annually on January 2 of each year, from 1917 to 1921, inclusive, on the Profit Sharing Certificate, in addition to the employe's payments thereon, the following:

(a) An amount equal to 1 per cent of the employe's wages earned during the preceding calendar year, if such wages amount to not less than $100 and the employe is still working for the Corporation. If he has been in the Corporation's employment throughout the preceding year, this credit will be not less than $10.

If any holder of a Profit Sharing Certificate, because of a shut-down in his department or his sickness or injury disability, is absent from work on January 2 of any year prior to and including 1921, the Corporation will make the above credit if he resumes work not later than April 1 of the same year either when the work in his department is resumed or upon his recovery from such disability.

(b) Interest at the rate of 5 per cent per annum on all his payments and credits on his Profit Sharing Certificate.

In case the holder of a Profit Sharing Certificate ceases to be an employe of the Corporation, the amount to the credit of his Certificate shall be payable to him in cash within thirty days thereafter, after which date it will not bear interest.

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3. **Employe's Options.** Every employe holding a Profit Sharing Certificate shall have the right:

(a) To apply the amount credited upon his Profit Sharing Certificate to the purchase, from the Corporation, of its common stock at $3 per share below its then market price at any time when such amount is sufficient to pay for one or more such shares; or

(b) To receive in cash the full amount of his Certificate, with accrued interest, any time after such Certificate is fully paid; or

(c) To leave with the Corporation until January 2, 1921, the amount of his paid-up Profit Sharing Certificate, and (if he continues in the employ of the Corporation) to receive in cash on every January 2, to and including the year 1921, interest thereon at 5 per cent per annum and also an amount equal to 1 per cent of his wages for the preceding year but not less than $10; and

(d) To subscribe from time to time for additional Profit Sharing Certificates upon the terms and conditions above set forth, provided the total amount of certificates subscribed for by any employe shall not exceed $1,000 and his payments thereon shall not exceed $25 per month.

4. **Special Profit Sharing to Employe Stockholders.** The Corporation agrees to pay to each employe, while he shall continue to be an employe and to own stock under this Plan, in addition to the dividends on his stock, an amount equal to the extra dividend which he would receive upon his said stock if the entire excess of the net profits of the Corporation for each calendar year prior to January 1921, over and above an amount equal to 6 per cent on the moneys invested in the Corporation's business during such year, were distributed *pro rata* to all the holders of its common stock. The Corporation guarantees that this amount shall not be less than $2 a year for each share of stock so held by the employe. The guaranteed $2 per share will be paid by January 10 and the remainder as soon thereafter as the balance sheet has been approved by the Board of Directors.

The "moneys invested in the Corporation's business" for each year shall be the capital stock and surplus as shown by its annual balance sheet as of December 31st of the preceding year approved by its Board of Directors. The "net profits" for each year shall be the amount shown as net profits upon the Corporation's balance sheet as of December 31st for that year approved by its Directors. (See next page.)

Such additional annual payments to employe stockholders, for any year, shall be paid upon only such shares of stock as are acquired hereunder prior to February 1 and held until the end of that year.

5. This Profit Sharing Plan ends January 2, 1921. The Corporation does not agree to continue any of the rights, interest or profit sharing above outlined beyond January 2, 1921. It hopes, however, to be able to announce an extension of the Plan beyond that date.

6. Participation in this Profit Sharing Plan is not compulsory upon any employe. Failure to accept any of the offers made by the Corporation under this Plan will not in any way affect the employment or standing of any one who is now or may hereafter be in the service of the Corporation.

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C 27383

Full Name of Subscriber — Application Number

To be filled in on typewriter at Works (or Agency) — (Leave Blank)

International Harvester Corporation
AND SUBSIDIARY COMPANIES

APPLICATION FOR PROFIT SHARING CERTIFICATES

To HAROLD F. McCORMICK, Treasurer,
HARVESTER BUILDING,
CHICAGO, ILL.

In accordance with the terms of the offer to employes, dated December 23, 1915, I hereby subscribe for Profit Sharing Certificates to the amount of $_____.

I desire that my monthly payments shall be $_____, to be deducted from my salary or wages.

Unless I shall hereafter otherwise designate in writing, I direct that in the event of my death all benefits under this subscription shall accrue and be paid to my_____
(State Relationship)

_____, _____,
Beneficiary's Name (Christian Name in Full) (Address, Street and Number)

_____, _____.
(City) (State)

Dated this_____day of_____19__.

Signature_____.
Subscriber's Name (Christian Name in Full)

Employed_____Works (or Agency), _____Department.

Home address_____, City_____, State_____.
(Street and Number)

NOTE:—This application should be carefully filled out in ink. If the subscriber is unable to write his name, his mark should be witnessed. If an employe wishes further information, or assistance in filling out this application, the foreman or the head of the department should be consulted.

This application may be handed to the head of the department or mailed direct to Harold F. McCormick, Treasurer, Harvester Building, Chicago.

Any employe may subscribe for a Profit Sharing Certificate for $50 or any multiple thereof up to the sum of $1,000. The payments for this Certificate shall be made in specified sums of not less than $1 nor more than $25 per month, which may be regularly deducted from the employe's wages. The amount thus agreed to be paid must be sufficient with the other credits provided in the plan to pay in full the Certificate subscribed for on or before January 2, 1921.

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The following tables have been prepared to show how monthly payments of $1 and upwards will pay for Profit Sharing Certificates in amounts ranging from $50 to $1,000.

While the Profit Sharing Plan provides that the yearly credit shall be 1% of the employe's wages, these tables show in each case a credit of $10, this being the minimum amount which will be credited to each subscriber who has been in the Company's employment throughout the preceding year.

		$1.00 Per Mo.	$2.00 Per Mo.	$3.00 Per Mo.	$4.00 Per Mo.	$5.00 Per Mo.	$6.00 Per Mo.	$7.00 Per Mo.	$8.00 Per Mo.	$9.00 Per Mo.	$10.00 Per Mo.	$11.00 Per Mo.	$12.00 Per Mo.	$13.00 Per Mo.	$14.00 Per Mo.	$15.00 Per Mo.	$20.00 Per Mo.	$25.00 Per Mo.
1916																		
Jan. 2	1% of Wages (Minimum)	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	78	1 05	1 33	1 60	1 88	2 15	2 43	2 70	2 98	3 25	3 53	3 80	4 08	4 35	4 63	6 00	7 38
		$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
1917																		
Jan. 2	Balance	$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	1 92	2 80	3 69	4 58	5 47	6 36	7 25	8 14	9 02	9 91	10 80	11 69	12 58	13 47	14 36	18 80	23 24
		$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
1918																		
Jan. 2	Balance	$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	[8 Mos.] 200 00
" 31	Interest at 5%	3 11	4 65	6 17	7 71	9 24	10 78	12 31	13 84	15 38	16 91	18 44	19 97	21 51	23 04	24 57	32 24	39 28
		$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
1919																		
Jan. 2	Balance	$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	[4 Mos.] 80 00	-----
" 31	Interest at 5%	4 36	6 57	8 78	10 99	13 20	15 41	17 62	19 83	22 04	24 25	26 46	28 67	30 88	33 09	35 30	44 02	45 50
		$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
1920																		
Jan. 2	Balance	$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	[7 Mos.] 105 00	-----	-----
" 31	Interest at 5%	5 68	8 60	11 53	14 45	17 36	20 28	23 21	26 13	29 05	31 97	34 89	37 81	40 73	43 65	45 94	47 55	48 27
		$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
1921																		
Jan. 2	Balance	$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
	Total Credit— Jan. 2, 1921	$ 135 85	$ 203 67	$ 271 50	$ 339 33	$ 407 15	$ 474 98	$ 542 82	$ 610 64	$ 678 47	$ 746 29	$ 814 12	$ 881 94	$ 949 78	$1017 60	$1009 80	$1008 61	$1023 67

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C 27385

It is hoped that this Profit Sharing Plan will commend itself to our employes and that it may help to emphasize in their minds the fact that the International Harvester Corporation is their Company, and that its interests and their interests are closely linked together.

By Order of the Board of Directors,

INTERNATIONAL HARVESTER CORPORATION,

By CYRUS H. MCCORMICK, *President.*

EXAMPLE 1—$50 CERTIFICATE.

A $50 certificate subscribed for during January 1916 by an employe who has worked for the Corporation one year or more and who pays thereon $1 each month, will be fully paid by January 2, 1918, as follows:

1% of wages for 1915, 1916 and 1917 (minimum)	$30.00
24 monthly payments of $1 each	24.00
5% interest to January 2, 1918	2.70
Total	$56.70

He may draw in cash the full amount on January 2, 1918, or he may leave this amount with the Corporation until January 2, 1921, and if he continues in the employ of the Corporation he will receive in cash on January 2, 1919, $12.84, on January 2, 1920, $12.84, and on January 2, 1921, $12.84. The principal sum, $56.70, will also be paid on January 2, 1921.

EXAMPLE 2—$200 CERTIFICATE.

An employe, who has worked for the Corporation one year or more, subscribing during January 1916, for a $200 certificate with a monthly payment of $2, will have to his credit on January 2, 1919, $120.50, of which he will have paid in $72. If he then withdraws a sufficient amount to purchase one share of stock at $3 below the then market price, he will continue to receive, as credits on the balance of his account, interest at 5% and the percentage of his wages as set forth in this plan. He will also receive dividends upon his share of stock in common with all other stockholders and an additional annual payment on account of his share of stock guaranteed to be not less than $2.

ADDITIONAL PAYMENTS TO EMPLOYE STOCKHOLDERS.

The following statement shows how the rate of additional payments to employe stockholders, described in Section 4, will be figured:

Capital Stock and Surplus at December 31, 1912:		
Preferred Stock	$30,000,000	
Common Stock	40,000,000	
Surplus	15,793,272	$85,793,272
Net Profit for Year 1913		$ 7,155,252
Deduct 6% on above Capital Stock and Surplus		5,147,596
"Excess net profits" on which rate of additional payment is figured		$ 2,007,656

This balance, $2,007,656, is equal to 5% on the $40,000,000 Common Stock, and represents an additional payment of $5 per share. This statement is figured on 1913 business merely for illustration, and does not fix the rate of additional payment for any year. The Corporation guarantees, however, that this additional payment shall amount to at least $2 per share each year.

Owing to the European war, the present earnings of the Corporation are not sufficient to provide for an additional payment in excess of the $2 per share guaranteed by the Corporation. Dividends on the common stock, when resumed, will be shared in by the employe stockholder without any reduction being made in the additional payments to which he may be entitled under this plan.

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C 27386

STANDARD OIL COMPANY OF INDIANA

Travelling Expenses account
January 17 to March 23,1919

	W.L.M.K.	F.A.M.	General	Total
Exchange:			2.24 5.35	2.24 5.35
Transportation:				
Railway Fare	84.75	100.41		185.16
Berths	14.50	19.25		33.75
Baggage checking			2.05	2.05
Taxis	6.80	6.20		13.00
Street car		.40		.40
Living Expenses:				
Hotel accounts	154.84	107.61		262.45
Outside meals	24.85	65.65		90.50
Waiters & Porters	5.80	6.10		11.90
Stationery, etc.				
Small stationery			5.30	5.30
Postage			6.33	6.33
Papers			2.41	2.41
Telegrams, etc.				
Telegrams			8.03	8.03
Telephones			.75	.75
Miscellaneous:	1.93	.63		2.56
	293.47	306.25	32.46 ~~30.22~~	632.18 ~~629.94~~
Add 11%	30.91		10.75	41.66
	324.38	306.25	43.21	673.84

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C 27387

STANDARD OIL COMPANY OF INDIANA

Travelling Expenses account
January 17-31, 1919

	W.L.M.K.	F.A.M.	General	Total
Exchange:			3.00	3.00
Transportation:				
Railway Fare	24.75	24.75		49.50
Berths	5.05	5.05		10.10
Baggage checking			1.05	1.05
Taxis	2.75	2.75		5.50
Street car				
Living Expenses:				
Hotel accounts	90.95	61.80		152.75
Outside meals	17.50	29.55		47.05
Waiters & Porters	2.75	2.70		5.45
Stationery, etc.				
Small stationery			3.25	3.25
Postage			3.50	3.50
Papers			.93	.93
Telegrams, etc.				
Telegrams			1.75	1.75
Telephones				
Miscellaneous:	1.93	.63		2.56
	145.68	127.23	13.48	286.39

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CANADA

C 27388

STANDARD OIL COMPANY OF INDIANA

Travelling Expenses account
February 5-16, 1919

	W.L.M.K.	F.A.M.	General	Total
Exchange:				
Transportation:				
Railway Fare	10.50	26.16		36.66
Berths		4.75		4.75
Baggage checking			.60	.60
Taxis	.90	.85		1.75
Street car		.40		.40
Living Expenses:				
Hotel accounts	39.04	34.96		74.00
Outside meals	.35	18.75		19.10
Waiters & Porters	1.00	1.35		2.35
Stationery, etc.				
Small stationery			1.95	1.95
Postage			1.83	1.83
Papers			.05	.05
Telegrams, etc.				
Telegrams			2.78	2.78
Telephones				
Miscellaneous:				
	51.79	87.22	7.21	146.22

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STANDARD OIL COMPANY OF INDIANA

Travelling Expenses account
March 17-23, 1919

	W.L.M.K.	F.A.M.	General	Total
			2.24	2.24
Exchange:			2.35	2.35
Transportation:				
Railway Fare	49.50	49.50		99.00
Berths	9.45	9.45		18.90
Baggage checking			.40	.40
Taxis	3.15	2.60		5.75
Street car				
Living Expenses:				
Hotel accounts	24.85	10.85		35.70
Outside meals	7.00	17.35		24.35
Waiters & Porters	2.05	2.05		4.10
Stationary, etc.				
Small stationery			.10	.10
Postage			1.00	1.00
Papers			1.43	1.43
Telegrams, etc.				
Telegrams			3.50	3.50
Telephones			.75	.75
Miscellaneous:				
			11:77	199.57
	96.00	91.80	~~9.88~~	~~197.38~~

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Standard Oil Co. C 27390

Jan. 17	American exchange	3	02
	Allatina - Toronto	8	95
	" " - Buffalo	1	75
	Cab - Ottawa	1	50
	Boy at sta. & Porter at		50
	Baggage checked - Toronto		40
18	Campbellford — to-and-fro		
19	Meals (3) Hotel.	2	80
	Telegram to R.W. Stewart		75
20	Berths - Toronto Chicago (2)	6	60
	RR fare " " (2)	31	60
	Suit case repair Wheeler	1	75
	Baggage re-checking		30
	Porters - sta. Hotel		35
	Meals (3)	3	25
	Taxi		75
	Stratheroy - Hotel		50
	Niagara Clifton		20
	Stamps		15
	Hotel a/c - Walkerhouse	2	50
	Dinner (Wheeler)		90
	Car fare		25
	C 53391	68	25

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Standard C 27391

	Forward.	68	45
Jan. 21	Porters Trans, Sts, Hotel		85
	Breakfast	1	10
	Taxi		50
	Lunch - Hotel. Wheat (Blanche Lee)	5	00
	Stamps		30
	Dinner Hotel.	1	05
	Papers		15
22	Waiter (2)		30
	Papers 06 Cartons 36		42
(Shelving)	Taxi (2)		75
	Dinner (2)	1	65
23	~~Hotel Toilet Lunch~~	~~11~~	~~00~~
	Lunch Wheat.	2	05
	Meals (3) Hon.	3	35
	Waiter Wheat.		25
	Papers 12 Stamps 90	1	02
24	Waiter (2)		35
	Papers 09 Taxi 75		84
(Shelving)	Dinner Hon.	1	25
	C 5330	89	48

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C 27392

Standard Oil Co. (cont'd)

	Forwarded		89	48
Jan. 24	Re Allum. Ring for following:			
Jan. 17	Ottawa to Toronto	8.95		
	Berth	1.75		
	Porter 25¢ Cab 10¢	1.25		
16	Telegram from Mg.	1.00		
19-20	Toronto expenses	4.00		
	Stn. boys	.25		
21	Breakfast	1.00		
	Porter	.25	18	45
25	Waiter (2) 25¢ Porter 25¢			50
	Papers 12¢ Stamps 15¢			27
	Meals (2)		2	20
26	Meals (3)		2	80
27	Waiter (2)			25
	Taxi			75
(Whitby)	Papers 12¢ Dinner 95¢		1	07
28	Meals (3) Toronto.		2	25
	Lunch Montreal.			90
	Papers			12
	C 27393		119	04

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Standard C.I. 27393

	Forward	119	04
Jan 29	Waiter - Wheat. 15 Canteen 20		35
	Meals - 3 (Jan)	2	20
	Lunch Wheat.	1	80
	Dinner Wheat.		75
	Stamps	2	00
30	Stationery supplies -	3	05
	Meals Jan (3)	2	25
	Papers 09 Tips Wheat 10	1	09
	Lunch Wheat.	1	00
31	Breakfast Jan. Office supplies Wheat.		75
	Papers		06
	Blackstone Hotel	144	25
	Laundry Wheat	2	00
	University Club Hotel Wheat	6	60
	Forward	286	39

C 53333

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C 27394

Feb. 3	Forward Stand. D:1 c/c.	286	29
Feb. 5	Breakfast		75
	Porter		25
	Chicago to St Thomas - Mileage	10	50
7	Stamps		33
	Breakfast - Mileage		70
8	Telegram Chicago		51
9	Porter		25
	Dinner		90
10	Stamps		75
	Lunch		75
	Papers		05
	Cashew		10
	[illegible]		[illegible]
14	Porter		40
	Dinner	1	05
11	Stamps.		[illegible]
	Lunch 75 Dinner 90	1	65
	Stenciling - (Paper weights)	1	55

C 5332307 1/2

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C 27395

		Pay	$
Feb 12	~~Lunch~~ Meals (2) ~~Dinner~~	1	75
13	Dinner	1	50
14	~~Lunch~~ Meals (2) ~~Dinner~~	1	75
	Car fare		10
15	Meals (3)	1	75
16	Meals (3)	2	50
18	Telegrams	1	60
	Car fare —		20
	Lunch 75 Dinner on train 115	1	90
	Telegram		67
	Taxi to station		75
	Porters at station		30
	Porters at club		50
	Baggage checking		30
	Milk shakes - Toronto	1	21
	Berths " "	3	00
	C 27395	342	91

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	Forward - Standard Oil	342	91
Feb 19	Breakfast on train.		60
	Porters: Train .25 Steps .20		45
	Baggage checking		30
	Lunch + Dinner	1	75
	Toronto - Ottawa	8	95
	Porters: Train .25 Steps .20		45
	Porter at Track Steps		15
	Parcel - Toronto - Ottawa	1	75
	Cabs - Ottawa	1	00
	Add University Club.		
	Taxes. 34.96		
	Check. 39.04	74	00
		483	61

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C 27397

	Standard Oil Co. (Indiana)		
	Forwarded from 7th.	437	61
Mar. 17	R.R. Ottawa to Toronto	8	95
	Berth " " "	1	75
	Cab - Ottawa		25
	Station Boy		25
	Exchange - Amer. money	2	35
18	Train Porter		25
	R.R. Toronto - Chicago	31	50
	Berths. - "	6	50
	Baggage checking		50
	Station Boy.		15
	Breakfast.	1	85
	~~Dinner~~ Lunch		
	Papers .01 NS .05 N.Y. .30		43
	Sta. Boy .25		25
	Telegrams.	1	25
	Dinner (2)	2	90
	Phone messages		30
19	Train Porter (2)		50
	Station Porter .25 Taxi .75	1	00
	Breakfast - Boy - Taxi.	1	20
	University Club Porter		35
	C 53133	496	09

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C 27393

		1946	09
Mar. 19	Lunch		75
	Stamps 10¢ Phone 10	1	10
	Dinner	1	50
Mar. 20	Lunch 75 Dinner 100	1	75
21	Telegram - York		75
	" Hamilton		70
	Papers		15
	Lunch Dinner	2	10
22	Breakfast		75
	Chicago to [illegible] Boat	16	65
	[illegible]		
	Telegram - Hamilton		80
	Chicago - Ottawa.	49	50
	Lunch		75
	Porter at Hotel	1	00
	Porter at station		35
	Taxi to station	1	00
	Dinner (?)		75
		76	99

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C 27399

Standard Oil Co. Ltd.

	Forward	567	99
Mar. 22	Papers		6
	Blackstone acct. Jan. 31		85
28	Breakfast on train		95
	" " "	1	05
	Mar. King Shopping today:		
	Ottawa - Toronto	8.95	
	Parcels	1.70	
	Cabs	.75	
	Train Parlour Ottawa	.50	
	Transportation	4.00	
	Chicago meals	3.00	
	Taxis	1.50	
	Phone - Toronto	.45	20 90
	Newspapers Chicago		10
	Toronto - Ottawa Parlour		2 20
	Lunch on train (2)		3 10
	Papers		15
	Shoe Shines		25
	Cab - Ottawa		1 00
	Rideau Club Jan. 10.85 Mar. 20.00	30	85
	Am. exchange on Rideau Club &c.		2 24
			639 18

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27400

Mr McGregor

STANDARD OIL COMPANY (NEW JERSEY)

Outline of Labor Relationships.

I. EMPLOYMENT DEPARTMENT:

This Department will be organized at each of the Works, the official in charge to be responsible to the Superintendent of the Works, and to have the following duties:

1. To engage all new employees:

(a) This will involve keeping in touch with the Foremen and Superintendents and being fully advised as to the employment needs in each Department.

(b) Applicants should be judged from the following standpoints:

(1) Follow such limitations as to age as may be established by the Board of Directors from time to time.

(2) No discrimination to be made on account of membership or non-membership in any church, society, fraternity or union.

(3) Ascertain by personal interview whether applicant is qualified intellectually and by experience for the particular work under consideration. The result of such interview to be recorded on regular blanks and kept for the purpose of future record.

(4) If applicant is satisfactory in the above respects, refer him to the Company Surgeon for physical examination in accordance with established rules. No employee to be engaged unless he passes satisfactorily such physical examination. All cases of doubt or uncertainty in this respect to be referred to the Superintendent for decision.

2. To act as Clearing House in transfers of employees from Departments where work is slack to other Departments needing men.

3. Employees should be encouraged to come to the Employment Department for friendly counsel in personal matters, or in case they have valid reasons for desiring to be transferred to work in another Department.

II. DISCIPLINE:

1. As to discharges:

(a) The following is a list of offenses for which an employee may be suspended or dismissed without further notice: this list to be posted conspicuously in each Department:

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CANADA

OFFENSES FOR WHICH AN EMPLOYEE MAY BE SUSPENDED OR

DISMISSED WITHOUT FURTHER NOTICE.

1, VIOLATION OF ANY LAW:

Special attention is called to the following:

(a) Carrying concealed weapons; fighting or attempting bodily injury to another; drunkenness; conduct which violates the common decency or morality of the community.

(b) Stealing, or malicious mischief resulting in the injury or destruction of property of other employees or of the Company.

(c) Cruelty to animals, the property of other employees or of the Company.

2. VIOLATIONS OF THE FOLLOWING SAFETY RULES:

(a) Carelessness in regard to accident and safety of fellow-workmen.

(b) Riding on standard or narrow gauge equipment or on any moving machinery where not assigned.

(c) Running up blocks on cranes.

(d) Violation of rules governing employees in repairing or oiling of moving machinery.

(e) Failure to wear safety goggles that have been provided.

(f) Smoking or carrying matches other than safety matches or having open lights or fires within prescribed limits where such practice is forbidden.

3. FAILURE TO IMMEDIATELY REPORT ACCIDENTS OR PERSONAL INJURIES TO THE DELEGATED AUTHORITY WHEREVER POSSIBLE.

4. INSUBORDINATION (INCLUDING REFUSAL OR FAILURE TO PERFORM WORK ASSIGNED) OR USE OF PROFANE OR ABUSIVE LANGUAGE TOWARD FELLOW EMPLOYEES OR OFFICIALS OF THE COMPANY.

5. ABSENCE FROM DUTY WITHOUT NOTICE TO AND PERMISSION FROM SUPERINTENDENT OR FOREMAN, EXCEPT IN CASE OF SICKNESS OR CAUSE BEYOND HIS CONTROL OF A CHARACTER THAT PREVENTS HIS GIVING NOTICE.

6. HARBORING A DISEASE THAT ON ACCOUNT OF HIS OWN CARELESSNESS WILL ENDANGER FELLOW-WORKMEN.

7. CHANGING WORKING PLACE WITHOUT ORDERS OR PROWLING AROUND THE WORKS AWAY FROM ASSIGNED PLACE.

8. FALSIFYING OR REFUSING TO GIVE TESTIMONY WHEN ACCIDENTS ARE BEING INVESTIGATED, OR FOR FALSE STATEMENTS WHEN APPLICATION AND PHYSICAL EXAMINATION IS BEING MADE.

9. NEGLECT OR CARELESSNESS RESULTING IN DAMAGE TO RAILROAD EQUIPMENT, OR NEGLECT OF CAR DROPPER TO PROPERLY SET BRAKES ON RAILROAD CARS IN HIS CHARGE.

10. WILFUL NEGLECT IN CARE OR USE OF COMPANY'S PROPERTY.

11. OBTAINING MATERIAL AT STOREHOUSE OR OTHER ASSIGNED PLACES ON FRAUDULENT ORDERS.

12. SLEEPING WHILE ON DUTY.

13. OFFERING OR RECEIVING MONEY OR OTHER VALUABLE CONSIDERATION IN EXCHANGE FOR A JOB, BETTER WORKING PLACE OR ANY CHANGE IN WORKING CONDITIONS.

14. INTRODUCTION, POSSESSION OR USE ON THE PROPERTY OF THE COMPANY OF INTOXICATING LIQUORS.

15. HABITUAL USE OF HABIT FORMING DRUGS OR THEIR INTRODUCTION OR POSSESSION ON THE PROPERTY OF THE COMPANY.

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2. For other offenses not on the above list, employee shall not be discharged without first having been notified that a repetition of the offense will make him liable to dismissal. Such notice may be given by the Foreman who shall forthwith send a copy of such notification to the Employment Department.

3. Foremen finding that the interests of the business require the suspension or dismissal of an employee for the commission of any one of the posted list of offenses, or for the commission of any other offense after warning notice has been given, shall report the case fully to the Employment Department. This Department, after investigation, may approve the proposed suspension, or arrange to transfer the employee, or, if the facts warrant, discharge him after securing the approval of the Superintendent of the Works.

4. A list of suspensions and discharges, together with the reasons therefor shall be forwarded to the Manufacturing Department monthly.

III. RIGHT OF APPEAL:

Any employee who feels that he has been unjustly treated or subjected to any unfair conditions, has the right of appeal to the General Superintendent and the higher officials of the Company, provided he shall first seek to have the matter adjusted by conference, in person or through his regularly elected representative, with the Foreman or the Employment Department.

IV. WAGE ADJUSTMENTS:

Future wage adjustments shall be made in joint conference between the employees' representatives in the divisions affected and representatives of the Company, such adjustments to be subject to the approval of the Board of Directors.

V. JOINT CONFERENCES:

Joint conferences of employees' representatives and Company representatives shall be held at each of the Works at least quarterly to discuss any matters of mutual interest. A general conference of all employees' representatives from the various Works and of Company representatives shall be held annually at the call of the President. At all joint conferences the number of Company representatives shall not exceed the number of employees' representatives.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27403

STANDARD OIL COMPANY (Indiana)

WHITING, Ind.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27404

Whiting Plant

General Manager W. E. Warwick

General Superintendent Beaumont Parks

Assistant Gen.Supt. F. B. Lewis

" " " Dr.R.E.Humphreys

Supt. Paraffine Dept. G. H. Fifield

Supt. Refining Dept. T. S. Cook

Tower & Crude Stills -
A. E. Gladden - General Foreman

Pressure Still Dept.
Dr. Schaeffer - General Foreman

Treating Dept.
Lloyd Smith General Foreman

Naptha Finishing Dept.
J W Burton General Foreman

Boiler Houses
Sweeney General Foreman

Boom House (Dept) Supt - Peterson
Barrell " " " Andrew
Acid Works — Mr Miller Supt
Yard Supt — Yardmaster
Mechanical Dept - Mr Brown Assistant Mechanical Foreman Dalton

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CANADA

C 27405

(Should be brought into a study of Industrial Relations)

Employment Bureau

Hospital – visiting nurse.

Surgeon – medical examination

Benefit Society – officers.

Safety first (Committee)

Slavs. Hall. (Recreation)

Recreation Centre

Men's Camp – Boarding House

Boarding –

Wash Room – Locker Rooms (Shift changes) Lunch rooms.

Plan of amenities

8 hr Day — (3 Shifts)

Plant Sanitation (Cleanliness economies –

Visit of Officers for discharge (work)

Automobiles Accommodation

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B63 9-18-18 3M

STANDARD OIL COMPANY
(INDIANA)

C 27406

WHITING, IND., Jan 20 1919

Number of Employes Working in Various Departments Today

REFINERY		REFINERY CONT'D		PARAFFINE WORKS		OTHER DEPARTMENTS	
Pressure Stills		FOR'D	745	FOR'D	1043	FOR'D	1462
Foremen	3	**Other Labor**		**Tar Stills**		Candle Works	123
Stillmen	33	Treating	7	Foremen	3	Wax Refinery	23
Helpers	81	Experimenting	4	Stillmen	6	Can Works	87
Firemen	111	Gate-& Watchmen	32	Firemen	26	Acid "	194
Cleaners	96	Laboratory	10	Cleaners	12		
Ash Wheelers	22					Teamsters	9
Tower Stills		Messenger Boys	2	**Other Labor**		Central Power Hse.	7
Stillmen	15	Ash Wheelers	16	Pumpmen	19	Common Labor	280
Helpers	39	Pipe Line W'kers	3	Treating	29	Switchmen	104
Firemen	67	Fire Protection	2	Boilers No. 5	17	Section Men	45
Cleaners	119	Night Foreman		" " 3	30	Lub'g Comp. Dept.	5
		Water Drawers	6	Carbinol Dep't.	6	Grease Dept.	57
(2) **Crude Stills**		Still Inspectors		Filter Press House	67	Barrel House	110
Foremen	3	Road Oil Dept.		Common Labor	66	Unloading Coal	5
Stillmen	12	Dumping Pur. Oils	10	Carpenters	2	Filter Plant	96
Helpers	15			Machinists	15	Filling Racks	13
Firemen	42	Commissary Dept.	4	Freez'g Engineers	12	Boiler Shop	401
Machinists Helpers	21	Ref'y Janitor	1	Canvas Room	40	Pipe Shop	374
Ash Wheelers	2			Reducing Stills	49	Machine Shop	135
Steam Stills		Clay Plant	4	Watchmen	11	Locomotive Cranes	39
Stillmen	3	Gas "	7	General Gauger	2	Tin Shop	42
Helpers	6			W & G	11	Car Repairs	16
		Boilers		Filling Racks	2	Masons	30
Pump Houses		No. 1	21	Compound House	2	" Helpers	48
Crude (1)	19	" 2	9	Laboratory	2	Carpenters	65
Pressure Stills	6	" 3		Works Office	1	Painters	23
Steam Stills	12	" 4	15			Electricians	18
Agitator	12					Storehouse	8
Refined	3					Welding Dep't.	21
Water Station	3					Brass Mfg.	5
						Works Office	19
						Auto Trucks	14
						Garage	8
						Telephone	4
Forward,	745	Forward,	1043	Forward,	1462	Total,	3870

Mr. B. Parks

(Signed) H P Stenhouse

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B-825 8-19-18 25M 33255

C 27407

STANDARD OIL COMPANY
(INDIANA)

APPLICATION FOR EMPLOYMENT

Name _____ Reg. No. _____

Address _____ Trade _____

Phone No. _____ Kind of Work Wanted _____

Married _____ Widower _____ Widow _____ Children _____

How many under 16? _____ Who dependent on you _____

Nationality _____ Native Language _____ Speak English _____

Read English _____ Write English _____ Education _____

Where Born _____ When _____ Age _____

When Arrived in America _____ First Papers _____ Second Papers _____

Previous Employment with Company _____

Name and Address of Parent or Guardian _____

Live with Whom _____

Health _____ Military Registration _____ Work Certificate _____

PREVIOUS EMPLOYMENT

From	To	Name and Address of Firm or Foreman	Position	Wages	Remarks

NOTES

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B 824 A 5-1-18 25M

STANDARD OIL COMPANY
(INDIANA)

C 27408

NAME			REG. NO.
ADDRESS			TRADE
PHONE No.	KIND OF WORK WANTED		
MARRIED	WIDOWER	WIDOW	CHILDREN
HOW MANY UNDER 16	WHO DEPENDENT ON YOU		
NATIONALITY	NATIVE LANGUAGE		SPEAK ENGLISH
READ ENGLISH	WRITE ENGLISH		EDUCATION
WHERE BORN		WHEN	AGE
WHEN ARRIVE IN AMERICA	FIRST PAPERS		SECOND PAPERS
PREVIOUS EMPLOYMENT WITH COMPANY			
NAME AND ADDRESS OF PARENT OR GUARDIAN			
	LIVE WITH WHOM		
HEALTH	MILITARY REGISTRATION		WORK CERTIFICATE

PREVIOUS EMPLOYMENT

From	To	Name and Address of Firm or Foreman	Position	Wages	Reasons for Leaving

Shaw-Walker Co.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27409

NOTES

APPLICANT'S SIGNATURE

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B 819 7-8-16 10M

STANDARD OIL CO.
(INDIANA)

C 27410

EMPLOYMEMT BUREAU — WHITING, INDIANA

BEARER

WANTS WORK AS

AND AGREES TO RETURN

TO SEE IF POSITION IS OPEN

TO GO TO WORK

NOTES

ASK FOR

Present this card when your name is called

MEAD & WHEELER CO. CHICAGO 58411

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B-852 5-24-18 10M

STANDARD OIL COMPANY C 27411
/INDIANA/
EMPLOYMENT BUREAU

Name _____

Dept. _____ Time to begin at _____ o'clock

Position _____

Date _____

Pay Roll No _____

This card is issued by the Employment Bureau on the day the above named person goes to work and is intended to identify the person properly. The information, excepting the name, may not be accurate on any other date.

B494 4-30-17 50M

STANDARD OIL COMPANY C 27412
(INDIANA) WHITING, IND.
_____ Works

Name _____ Pay Roll No. _____

Residence _____

Occupation _____ Dept. _____

Hourly Wage Rate _____ Dating from _____ inclusive

Nationality _____ Age _____

Where born _____ In U. S. _____ years

Speaks English? _____ Reads English? _____ Married or Single _____

Name of last employer _____

IF NOT PLACED ON PAY ROLL STATE WHY
IN BLANKS ON OTHER SIDE AND RETURN
DIRECTLY TO EMPLOYMENT BUREAU.

(OVER)

Card Expires _____

NOTE: DO NOT FOLD SEND DIRECT IN SMALL ENVELOPE TO SUP'T, MAIN OFFICE

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27413

WHEREAS, the undersigned is about entering the employ of the STANDARD OIL COMPANY (Indiana); now, theretore, it is understood and agreed that such employment is and shall be from and after this date and during the term of such employment, by the hour. And all compensation agreed to be paid by said Company is by the hour and not for any other time.

Signature of employe If able to write use space below

_____ Age _____ Years

Signature of employe If unable to write use space below

_____ His Mark _____ Age _____ Years

Interpreted and mark witnessed by _____

Note: Party seeking employment must fill in his age _____

Approved _____ _____
Supt. Head of Dept.

OK _____ _____
Timekeeper Pay Roll Clerk

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27414

STANDARD OIL COMPANY
(Indiana)
Employment Bureau

Request for Transfer

Date _____

_____

_____ now working as _____

in your department wants to transfer to _____

_____ Do you grant permission to make transfer?

Employment Bureau.

(Answer Below)

C 27415

STANDARD OIL COMPANY
(Indiana)
Notice of Transfer

Date _____

Name _____

Has been transferred from _____ in your

department to _____ in _____ Department

This was done with consent of _____

_____

This man should not be allowed to return to work in your department unless he is rehired in the regular way.

Employment Bureau.

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CANADA

S 820 11-16 16-10M

STANDARD OIL COMPANY
(INDIANA)

C 27416

Time Due Notice and Notice of Laying Off, Discharging, or Leaving of Employee

_____ Department Date _____

Name _____ Position _____

Laid off _____ Leaving _____ Discharged _____

Reason for action named above _____

6271321 (OVER) MEAD & WHEELER CO., 61432

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27417

What do you know of his ability, habits, character, etc.?

_____

_____

Would you rehire this man?_____

Do you recommend consideration for some other place?_____

Why?_____

_____

_____

Signed_____

Your position_____

(Enclose in proper envelope and seal)

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B 821 11 28 17 5000

STANDARD OIL COMPANY
(Indiana)

C 27418

Time Due Notice

Notice of Laying Off, Discharging, or Leaving of Employe.

.....Department. Date.....

Name .....

Registration Number.....Pay Roll Number.....

Time Due Today.....hours.

Laid off.....Leaving .....Discharged .....

Signed.....

Your Position.....

If working by the hour take this notice to timekeeper and secure a certificate showing amount due you. Bring this notice and the certificate to Employment Bureau. If on private pay roll bring this notice directly to Employment Bureau.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27419

STANDARD OIL COMPANY
(INDIANA)

PERSONAL INJURY REPORT

(THESE QUESTIONS MUST BE FULLY ANSWERED)

_____ 191__

1. Name of person injured, residence (giving street and number)_____

_____

2. Date of birth and occupation_____

3. Married or single_____ If married, name of wife and children_____

_____

4. Does he speak English?_____

5. Is he a Piece or Day Worker?_____ What wages did he receive?_____

6. Where was injured person sent?_____

7. At what employed, when injured and how long at that particular employment?_____

_____

8. Physician employed?_____ At whose expense?_____

9. CAUSE? (By what kind of machinery, or otherwise, and how done?)_____

_____

_____

_____

10. Was machine or other cause guarded?_____ If not, why not?_____

_____

11. Was injured person regularly employed on such machine?_____

12. Had injured person worked on similar machinery prior to this employment?_____

_____

13. If employe, how long in service of Company and in what capacity?_____

_____

14. Name of his foreman and in what department_____

_____

15. Date of injury_____ Hour_____

16. Condition of light at time and place of injury_____

17. Who witnessed the injury, give names and addresses and state whether employed by the Company or not:

_____

_____

_____

18. The nature and extent of injury_____

_____

Total_____ Serious?_____ Slight?_____

19. How far incapacitated for work?_____

20. How long before he can return to work?_____

21. Was injury caused by carelessness of any person?_____

If so, whose, and in what respect?_____

_____

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27420

22. Was injury caused by defective machinery, tools or appliances? If so, in what respect, and were defects apparent; and did the Standard Oil Company (Indiana) make the machinery, tools or appliances causing the injury?

23. What was the person doing when injured?

24. Here give a detailed statement of the injury?

25. Give names of witnesses, with their residences, ages, nationality, and state whether they speak English, and if not in our employ, name of employer and occupation

26. Witness will here give his own age, residence and occupation; state where he can be found at any time if needed, and sign this statement

Subscribed and sworn to before me this ____ day of ____ 191__.

Notary Public.

My Commission Expires ____

NOTE:—Foreman or person in charge of department, should obtain from party injured, a statement of how the accident causing the injury occured, and if possible, have injured party sign the same. If he is unable, or refuses to sign the statement, have witnesses who heard the statement made, certify that injured party made the statement in their presence.

STANDARD OIL COMPANY
(INDIANA)

PERSONAL INJURY REPORT
OF

INJURED ____ 191__

DEPT. ____ 191__

SETTLEMENT MADE

BY ____

NATURE OF SETTLEMENT:

Amount

Time Lost, Hours ____ Amount

Time Paid for, hours ____

APPROVED: Superintendent

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B 288 SSAFS 0 C 27421

STANDARD OIL COMPANY
(INDIANA)

PERSONAL INJURY REPORT

(THESE QUESTIONS MUST BE FULLY ANSWERED)

_____ 191__

1. Name of person injured, residence (giving street and number)_____

_____

2. Date of birth and occupation_____

3. Married or single_____ If married, name of wife and children_____

_____

4. Does he speak English?_____

5. Is he a Piece or Day Worker?_____ What wages did he receive?_____

6. Where was injured person sent?_____

7. At what employed, when injured and how long at that particular employment?_____

_____

8. Physician employed?_____ At whose expense?_____

9. CAUSE? (By what kind of machinery, or otherwise, and how done?)_____

_____

_____

_____

10. Was machine or other cause guarded?_____ If not, why not?_____

_____

11. Was injured person regularly employed on such machine?_____

12. Had injured person worked on similar machinery prior to this employment?_____

_____

_____

13. If employe, how long in service of Company and in what capacity?_____

_____

14. Name of his foreman and in what department_____

_____

15. Date of injury_____ Hour_____

16. Condition of light at time and place of injury_____

17. Who witnessed the injury, give names and addresses and state whether employed by the Company or not:

_____

_____

_____

18. The nature and extent of injury_____

_____

Total_____ Serious?_____ Slight?_____

19. How far incapacitated for work?_____

20. How long before he can return to work?_____

21. Was injury caused by carelessness of any person?_____

If so, whose, and in what respect?_____

_____

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27422

22. Was injury caused by defective machinery, tools or appliances? If so, in what respect, and were defects apparent; and did the Standard Oil Company (Indiana) make the machinery, tools or appliances causing the injury?

23. What was the person doing when injured?

24. Here give a detailed statement of the injury?

25. Give names of witnesses, with their residences, ages, nationality, and state whether they speak English, and if not in our employ, name of employer and occupation

26. Witness will here give his own age, residence and occupation; state where he can be found at any time if needed, and sign this statement

Subscribed and sworn to before me this _____ day of _____ 191__.

Notary Public.

My Commission Expires _____

NOTE:—Foreman or person in charge of department, should obtain from party injured, a statement of how the accident causing the injury occured, and if possible, have injured party sign the same. If he is unable, or refuses to sign the statement, have witnesses who heard the statement made, certify that injured party made the statement in their presence.

STANDARD OIL COMPANY
(INDIANA)

PERSONAL INJURY REPORT
OF

INJURED

DEPT.

SETTLEMENT MADE

191

191

BY

NATURE OF SETTLEMENT:

Time Lost, Hours

Time Paid for, hours

Amount

Amount

APPROVED:

Superintendent

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B888 1-2-19 4M

C 27423

STANDARD OIL COMPANY
(INDIANA)

WHITING, IND., _____ 19____

SURGEON'S PRELIMINARY REPORT

Hospital Case No._____ Pay Roll No._____ Department_____

Name_____ Address_____

Single
Married
Widowed

Age_____ Nationality_____ Occupation_____

Previous Defects and Physical Condition_____

_____

How Injured_____

Nature and Extent of Injuries_____

_____

Date First Aid_____ At Plant Hospital At Home

Further Treatment Plant Hospital Home Chicago Hospital

Can continue at work
Can not continue at work

REMARKS:_____

_____ M. D.
SURGEON

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27424

B-889-1-2-19 4M

STANDARD OIL COMPANY
(INDIANA)

WHITING, IND., _____ 19____

SURGEON'S FINAL REPORT

Hospital Case No. _____ Pay Roll No. _____

Name _____

Condition on Discharge: Cured . Improved Unimproved Died

Permanent Disability _____

_____

Can return to work on date _____

REMARKS: _____

_____

_____

_____

_____ M. D.
SURGEON

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B-890-1-2-19 2M C 27425

STANDARD OIL COMPANY
/ INDIANA /

Whiting, Ind., _____ 19___

TO PLANT SURGEON:

Please give attention to bearer:

MR. _____

Pay Roll No. _____ Dept. _____

Home Address _____

_____

Name of Time Keeper _____

_____

REMARKS: _____

_____

_____

_____
FOREMAN

B-891-1-2-19 2M C 27426

REPORT TO PLANT FOREMAN

STANDARD OIL COMPANY
INDIANA

FIRST AID HOSPITAL

Whiting, Ind., _____ 19____

Hospital Case No. _____ Pay Roll No. _____

Name _____

Is not able to return to work. He should report to Hospital for dressings as follows: _____

_____

_____

_____

REMARKS: _____

_____

_____

_____ M. D.
SURGEON

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PUBLIC ARCHIVES PUBLIQUES
CANADA

P.A.C. 27427

The Indiana Workmen's Compensation Act

ISSUED BY THE

INDUSTRIAL BOARD OF INDIANA

EDGAR A. PERKINS
CHARLES R. HUGHES
SAMUEL R. ARTMAN
Members of Board

~~HOWE S. LANDERS~~
E. J. Boleman
Secretary

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27428

Indiana Workmen's Compensation Act

ACTS 1915—CHAPTER 106

An Act to promote the prevention of industrial accidents: To cause provisions to be made for adequate medical and surgical care for injured employees: To establish rates of compensation for personal injuries or death sustained by employees in the course of employment: To provide methods for insuring the payment of such compensation: To create an industrial board for the administration of the act and to prescribe the powers and duties of such board: To abolish the state bureau of inspection and provide for the transfer to said industrial board certain rights, powers and duties of said state bureau of inspection.

PART I.

RIGHTS AND REMEDIES.

Section 1. Be it enacted by the General Assembly of the State of Indiana, That this act shall be known as "The Indiana Workmen's Compensation Act."

Sec. 2. From and after the taking effect of this act, every employer and every employee, except as herein stated, shall be presumed to have accepted the provisions of this act respectively to pay and accept compensation for personal injury or death by accident arising out of and in the course of the employment, and shall be bound thereby: unless he shall have given prior to any accident resulting in injury or death notice to the contrary in the manner herein provided.

Sec. 3. Either an employer or an employee, who has excepted himself, by proper notice, from the operation of this act, may at any time waive such exemption and thereby accept the provisions of this act by giving notice as herein provided.

The notice of exemption and the notice of acceptance heretofore referred to shall be given thirty days prior to any accident resulting in injury or death, provided that if any such injury occurred less than thirty days after the date of employment, notice of such exemption or acceptance given at the time of employment shall be sufficient notice thereof. The notice shall be in writing or print in a substantial form prescribed by the Industrial Board and shall be given by the employer by posting the same in a conspicuous place in the plant, shop, office, room or place where the employee is employed, or by serving it personally upon him; and shall be given by the employee by sending the same in registered letter addressed to the employer at his last known residence or place of business, or by giving it personally to the employer, or any of his agents upon whom a summons in civil action may be served under the laws of the State.

A copy of the notice in prescribed form shall also be filed with the Industrial Board.

Sec. 4. Every contract of service between any employer and employee covered by this act, written or implied, now in operation or made or implied prior to the taking effect of this act, shall, after the act has taken effect, be presumed to continue; and every such

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PART II.

COMPENSATION SCHEDULE.

Sec. 22. Every injured employee or his representative shall immediately upon the occurrence of an injury or as soon thereafter as practicable give or cause to be given to the employer written notice of the injury, and the employee shall not be entitled to physician's fees nor to any compensation which may have accrued, under the terms of this act, prior to the giving of such notice, unless it can be shown that the employer, his agent or representative, had knowledge of the injury or death, or that the party required to give such notice had been prevented from doing so by reason of physical or mental incapacity or the fraud or deceit of some third person, or for equally good reason; but no compensation shall be payable unless such written notice is given within thirty days after the occurrence of the injury or death, unless reasonable excuse is made to the satisfaction of the Industrial Board for not giving such notice.

Sec. 23. The notice provided in the foregoing section shall state in ordinary language the name and address of the employee, the time, place, nature and cause of the injury or death, and shall be signed by the employee or by a person on his behalf, or in the event of his death by any one or more of his dependents or by a person on their behalf.

No defect or inaccuracy in the notice shall be a bar to compensation unless the employer shall prove that his interest was prejudiced thereby, and then only to the extent of such prejudice.

Said notice shall be given personally to the employer or any of his agents upon whom a summons in civil action may be served under the laws of the State, or may be sent by registered letter addressed to the employer at his last known residence or place of business.

Sec. 24. The right to compensation under this act shall be forever barred unless within two years after the injury, or if death results therefrom, within two years after such death, a claim for compensation thereunder shall be filed with the Industrial Board.

Sec. 25. During the thirty days after an injury the employer shall furnish or cause to be furnished free of charge to the injured employee, and the employee shall accept, and during the whole or any part of the remainder of his disability resulting from the injury, the employer may, at his own option, continue to furnish or cause to be furnished, free of charge to the employee, and the employee shall accept, an attending physician; provided, however, unless otherwise ordered by the Industrial Board, and in addition such surgical and hospital service and supplies as may be deemed necessary by said attending physician, or the Industrial Board.

The refusal of the employee to accept such service when provided by the employer shall bar said employee from further compensation until such refusal ceases, and no compensation shall at any time be payable for the period of suspension unless in the opinion of the Industrial Board the circumstances justify the refusal, in which case the board may order a change in the medical or hospital service.

If in an emergency (or) on account of the employer's failure to provide the medical care for the first thirty days, as herein specified, or for other good reason, a physician other than that provided by the employer is called to treat the injured employee during the first thirty days, the reasonable cost of such service shall be paid by the employer subject to the approval of the Industrial Board.

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PART IV.

INSURANCE.

Sec. 68. Every employer under this act shall either insure or keep insured his liability hereunder in some corporation, association or organization authorized to transact the business of workmen's compensation insurance in this State, or shall furnish to the Industrial Board satisfactory proof of his financial ability to pay direct the compensation in the amount and manner and when due as provided for in this act. In the latter case the board may in its discretion require the deposit of an acceptable security, indemnity or bond to secure the payment of compensation liabilities as they are incurred.

Sec. 69. Every employer accepting the compensation provisions of this act shall within thirty days after this act takes effect file with the board in form prescribed by it, and thereafter annually or as often as may be necessary, evidence of his compliance with the provisions of Section 68 and all others relating thereto.

If such employer refuses or neglects to comply with these provisions he shall be punished by a fine of ten cents for each employee at the time of the insurance becoming due, but not less than one dollar nor more than fifty dollars for each day of such refusal or neglect and until the same ceases, and he shall be liable during continuance of such refusal or neglect to an employee either for compensation under this act or at law in the same manner as provided for in Section 10.

Sec. 70. Whenever an employer has complied with the provisions of Section 68, relating to self insurance, the Industrial Board shall issue to such employer a certificate which shall remain in force for a period fixed by the board, but the board may upon at least sixty days' notice and a hearing to the employer revoke the certificate upon satisfactory evidence for such revocation having been presented. After the expiration of one year from such revocation the board may grant a new certificate to the employer upon his petition.

Sec. 71. For the purpose of complying with the provisions of Section 68, groups of employers, to form Mutual Insurance Associations or Reciprocal Insurance Associations subject to such reasonable conditions and restrictions as may be fixed by the Industrial Board, are hereby authorized. Membership in such Mutual Insurance Associations or Reciprocal Insurance Associations so approved together with evidence of the payment of premiums due, shall be evidence of compliance with Section 68.

Sec. 72. Subject to the approval of the Industrial Board any employer may enter into or continue any agreement with his employees to provide a system of compensation, benefit or insurance in lieu of the compensation and insurance provided by this act. No such substitute system shall be approved unless it confers benefits upon injured employees at least equivalent to the benefits provided by this act, nor if it requires contributions from the employees unless it confers benefits in addition to those provided under this act at least commensurate with such contributions.

Such substitute system may be terminated by the Industrial Board on reasonable notice and hearing to the interested parties if it shall appear that the same is not fairly administered or if its operation shall disclose latent defects threatening its solvency, or if for any substantial reason it fails to accomplish the purposes of this act; and in this case the Board shall determine upon the

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Any such judgment of said Circuit or Superior Court unappealed from or affirmed on appeal or modified in obedience to the mandate of the Appellate Court, shall be modified to conform to any decision of the Industrial Board, ending, diminishing or increasing any weekly payment under the provisions of Section 45 of this act, upon the presentation to it of a certified copy of such decision.

Sec. 63. If the Industrial Board or any court before whom any proceedings are brought under this act shall determine that such proceedings have been brought, prosecuted or defended without reasonable ground, it may assess the whole cost of the proceedings upon the party who has so brought, prosecuted or defended them.

Sec. 64. The Board or any member thereof may, upon the application of either party or upon its own motion, appoint a disinterested and duly qualified physician or surgeon to make any necessary medical examination of the employee and to testify in respect thereto. Said physician or surgeon shall be allowed traveling expenses and a reasonable fee to be fixed by the Board not exceeding ten dollars for each examination and report, but the Board may allow additional reasonable amounts in extraordinary cases.

The fees and expenses of such physician or surgeon shall be paid by the State.

Sec. 65. Fees of attorneys and physicians and charges of hospitals for services under this act shall be subject to the approval of the Board.

Sec. 66. All questions arising under this act, if not settled by agreement of the parties interested therein with the approval of the Board, shall be determined by the Board except as otherwise herein provided for.

Sec. 67. Every employer shall hereafter keep a record of all injuries, fatal or otherwise, received by his employees in the course of their employment. Within one week after the occurrence and knowledge thereof, as provided in Section 22, of an injury to an employee causing his absence from work for more than one day, a report thereof shall be made in writing and mailed to the Industrial Board on blanks to be procured from the Board for the purpose.

Upon the termination of the disability of the injured employee, or if the disability extends beyond a period of 60 days, then also at the expiration of such period the employer shall make a supplementary report to the Board on blanks to be procured from the Board for the purpose.

The said report shall contain the name, nature and location of the business of the employer, and name, age, sex, wages and occupation of the injured employee and shall state the date and hour of the accident causing the injury, the nature, and cause of the injury and such other information as may be required by the Board.

Any employer who refuses or neglects to make the report required by this section shall be liable for a penalty of not more than twenty-five dollars for each refusal or neglect, to be recoverable in any court of competent jurisdiction in a suit by the Board.

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PART IV.

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If such employer refuses or neglects to comply with these provisions he shall be punished by a fine of ten cents for each employee at the time of the insurance becoming due, but not less than one dollar nor more than fifty dollars for each day of such refusal or neglect and until the same ceases, and he shall be liable during continuance of such refusal or neglect to an employee either for compensation under this act or at law in the same manner as provided for in Section 10.

Sec. 70. Whenever an employer has complied with the provisions of Section 68, relating to self insurance, the Industrial Board shall issue to such employer a certificate which shall remain in force for a period fixed by the board, but the board may upon at least sixty days' notice and a hearing to the employer revoke the certificate upon satisfactory evidence for such revocation having been presented. After the expiration of one year from such revocation the board may grant a new certificate to the employer upon his petition.

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Such substitute system may be terminated by the Industrial Board on reasonable notice and hearing to the interested parties if it shall appear that the same is not fairly administered or if its operation shall disclose latent defects threatening its solvency, or if for any substantial reason it fails to accomplish the purposes of this act; and in this case the Board shall determine upon the

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Sec. 64. The Board or any member thereof may, upon the application of either party or upon its own motion, appoint a disinterested and duly qualified physician or surgeon to make any necessary medical examination of the employee and to testify in respect thereto. Said physician or surgeon shall be allowed traveling expenses and a reasonable fee to be fixed by the Board not exceeding ten dollars for each examination and report, but the Board may allow additional reasonable amounts in extraordinary cases.

The fees and expenses of such physician or surgeon shall be paid by the State.

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Upon the termination of the disability of the injured employee, or if the disability extends beyond a period of 60 days, then also at the expiration of such period the employer shall make a supplementary report to the Board on blanks to be procured from the Board for the purpose.

The said report shall contain the name, nature and location of the business of the employer, and name, age, sex, wages and occupation of the injured employee and shall state the date and hour of the accident causing the injury, the nature, and cause of the injury and such other information as may be required by the Board.

Any employer who refuses or neglects to make the report required by this section shall be liable for a penalty of not more than twenty-five dollars for each refusal or neglect, to be recoverable in any court of competent jurisdiction in a suit by the Board.

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Sec. 26. The pecuniary liability of the employer for medical, surgical and hospital service herein required shall be limited to such charges as prevail in the same community for similar treatment of injured persons of a like standard of living when such treatment is paid for by the injured person.

Sec. 27. After an injury and during the period of resulting disability, the employee, if so requested by his employer or ordered by the Industrial Board, shall submit himself to examination, at reasonable times and places, by a duly qualified physician or surgeon designated and paid by the employer or the Industrial Board. The employee shall have the right to have present at any such examination any duly qualified physician or surgeon provided and paid by him. No fact communicated to, or otherwise learned by any physician or surgeon, who may have attended or examined the employee, or who may have been present at any examination, shall be privileged, either in the hearings provided for in this act, or any action at law brought to recover damages against any employer who may have accepted the compensation provisions of this act. If the employee refuses to submit himself to or in any way obstructs such examination, his right to compensation and his right to take or prosecute any proceeding under this act shall be suspended until such refusal or obstruction ceases, and no compensation shall at any time be payable for the period of suspension unless in the opinion of the Industrial Board the circumstances justify the refusal or obstruction.

The employer, or the Industrial Board, shall have the right in any case of death to require an autopsy at the expense of the party requiring same.

Sec. 28. No compensation shall be allowed for the first fourteen calendar days of disability resulting from an injury, except the benefits provided for in Section 25; but if disability extends beyond that period compensation shall commence with the fifteenth day after the injury.

Sec. 29. Where the injury causes total disability for work, there shall be paid to the injured employee during such total disability, but not including the first two weeks thereof, a weekly compensation equal to fifty-five per cent. of his average weekly wages for a period of not to exceed five hundred weeks.

Sec. 30. Where the injury causes partial disability for work, there shall be paid to the injured employee during such disability, but not including the first two weeks thereof, a weekly compensation equal to one-half of the difference between his "average weekly wages" and the weekly wages at which he is actually employed after the injury, for a period not to exceed three hundred weeks.

In case the partial disability begins after a period of total disability, the latter period shall be deducted from the maximum period allowed for partial disability.

Sec. 31. For injuries in the following schedule the employee shall receive in lieu of all other compensation a weekly compensation equal to fifty-five per cent. of his average weekly wages for the periods stated against such injuries respectively, to wit:

(a) For the loss by separation of not more than one phalange of a thumb or not more than two phalanges of a finger—15 weeks;

(b) For the loss by separation of more than two phalanges of a finger or of a whole finger or a toe—30 weeks;

(c) For the loss by separation of more than one phalange of a thumb or of a whole thumb—60 weeks;

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Sec. 41. Any payments made by the employer to the injured employee during the period of his disability, or to his dependents, which by the terms of this act were not due and payable when made, may, subject to the approval of the Industrial Board, be deducted from the amount to be paid as compensation: Provided, That in case of disability such deduction shall be made by shortening the period during which compensation must be paid and not by reducing the amount of the weekly payments, unless otherwise hereinafter specified.

Sec. 42. The Industrial Board upon the application of either party, may, in its discretion, having regard to the welfare of the employee and the convenience of the employer, authorize compensation to be paid monthly or quarterly instead of weekly.

Sec. 43. Whenever any weekly payment has been continued for not less than 26 weeks, the liability therefor may in unusual cases, where the parties agree and the Industrial Board deems it to be for the best interests of the employee or his dependents, be redeemed by the payment, in whole or in part, by the employer, of a lump sum which shall be fixed by the Board, but in no case to exceed the commutable value of the future installments which may be due under this act. The Board may, however, in its discretion at any time in the case of a minor who has received permanently disabling injuries, either partial or total, provide that he be compensated in whole or in part by the payment of a lump sum, the amount of which shall be fixed by the Board, but in no case to exceed the commutable value of the future installments which may be due under this act.

Sec. 44. Whenever the Industrial Board deems it expedient, any lump sum under the foregoing section shall be paid by the employer to some suitable person or corporation appointed by the Circuit or Superior Court, as trustee, to administer the same for the benefit of the person entitled thereto, in the manner provided by the board. The receipt of such trustee for the amount as paid shall discharge the employer or anyone else who is liable therefor.

Sec. 45. Upon its own motion or upon the application of any party in interest on the ground of a change in condition, the Industrial Board may at any time review any award and on such review may make an award ending, diminishing or increasing the compensation previously awarded, subject to the maximum or minimum provided in this act, and shall immediately send to the parties a copy of the award. No such review shall affect such award as regards any moneys paid.

Sec. 46. Whenever payment of compensation is made to a widow or widower for her or his use, or for her or his use and the use of a child or children, the written receipt thereof by such widow or widower shall acquit the employer.

Whenever payment is made to any person eighteen years of age or over, the written receipt of such person shall acquit the employer.

Whenever payment is made to a minor under the age of 18 years, or to a dependent child over the age of eighteen, the same shall be made to some suitable person or corporation appointed by the Circuit or Superior Court as trustee, and the receipt of such trustee shall acquit the employer: Provided, however, that the Industrial Board may review the facts and circumstances surrounding the payment of any money and the taking of any receipt, as provided in this section, and may set the same aside either for fraud or undue influence.

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Sec. 47. If an injured employee is mentally incompetent or is under 18 years of age at the time when any right or privilege accrues to him under this act, his guardian or trustee may in his behalf claim and exercise such right or privilege.

Sec. 48. No limitation of time provided in this act shall run as against any person who is mentally incompetent or a minor dependent, so long as he has no guardian or trustee.

Sec. 49. Whenever any employee for whose injury or death compensation is payable under this act shall at the time of the injury be in the joint service of two or more employers subject to this act, such employers shall contribute to the payment of such compensation in proportion to their wage liability to such employees: Provided, however, That nothing in this section shall prevent any reasonable arrangement between such employers for a different distribution as between themselves of the ultimate burden of compensation.

PART III.

ADMINISTRATION.

Sec. 50. There is hereby created a Board which shall be known as the Industrial Board of Indiana, which shall consist of three members, not more than two of whom shall belong to any one political party, appointed by the Governor, one of whom he shall designate as Chairman. Each member of the Board shall hold office for four years, and until his successor is appointed and qualified, except that when the Board is first constituted, one member shall be appointed for three years, one for four years, and the third shall be the present chief of the State Bureau of Inspection, who shall serve for one year as hereinafter provided. Thereafter, upon the expiration of the term of any member, the Governor shall appoint his successor for the full term of four years.

Each member of the Board shall devote his entire time to the duties of his office and shall not hold any position of trust or profit or engage in any occupation or business interfering or inconsistent with his duties as such member.

Sec. 51. The salary of each member of the Board shall be four thousand dollars per year each.

The Board may appoint a secretary at a salary of not more than twenty-five hundred dollars a year and may remove him. The Board may also, subject to the approval of the Governor, employ such clerical and other assistants as it may deem necessary and fix the compensation of all persons so employed.

The members of the Board and its assistants shall be entitled to receive from the State their actual and necessary expenses while traveling on the business of the Board, but such expenses shall be sworn to by the person who incurred the same and shall be approved by the chairman of the Board before payment is made.

All salaries and expenses of the Board shall be audited and paid out of the State treasury in the manner prescribed for similar expenses in other departments or branches of the State service.

Sec. 52. The rights, powers and duties conferred by law upon the State Bureau of Inspection of the State of Indiana are hereby continued in full force and are hereby transferred to the Industrial Board hereby created and shall be held and exercised by them under the laws heretofore in force and the said State Bureau of Inspection is hereby abolished. The present Chief Inspector of said State Bureau of Inspection is hereby made a member of said Industrial Board until the expiration of one year from the date of

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the taking effect of this act and until his successor is appointed and qualified. The deputy inspectors heretofore appointed by the Governor as deputy inspectors in said State Bureau of Inspection, to wit: Inspector of Buildings, Factories and Workshops, Inspector of Boilers and Inspector of Mines and Mining together with their assistant inspectors, are hereby continued in their respective offices, at their present salaries, until the expiration of the terms for which they are respectively appointed and until their successors are appointed and qualified, and each of them respectively shall have and perform all the rights, powers and duties now held and performed by each of them respectively, together with such other rights, powers and duties as may be prescribed by said Industrial Board. Upon the terminations of the said terms of office for which said deputy inspectors have been appointed, said Industrial Board, with the concurrence of the Governor, shall appoint their successors to serve during the pleasure of said Industrial Board.

Sec. 53. All the rights, powers and duties of the Labor Commission of the State of Indiana, heretofore created and subsequently transferred to and vested in the State Bureau of Inspection, are hereby abolished.

Sec. 54. The Board shall be provided with adequate offices in the Capitol or some other suitable building in the city of Indianapolis, in which the records shall be kept and its official business be transacted during regular business hours; it shall also be provided with necessary office furniture, stationery and other supplies.

The Board or any member thereof may hold sessions at any place within the state as may be deemed necessary.

Sec. 55. The Board may make rules not inconsistent with this act for carrying out the provisions of this act. Processes and procedure under this act shall be as summary and simple as reasonably may be. The Board or any member thereof shall have the power for the purpose of this act to subpoena witnesses, administer or cause to have administered oaths, and to examine or cause to have examined such parts of the books and records of the parties to a proceeding as relate to questions in dispute.

The county sheriff shall serve all subpoenas of the Board and shall receive the same fees as now provided by law for like service in civil actions: each witness who appears in obedience to such subpoena of the Board shall receive for attendance the fees and mileage for witnesses in civil cases in the courts.

The Circuit or Superior Court shall, on application of the Board or any member thereof, enforce by proper proceedings the attendance and testimony of witnesses and the production and examination of books, papers and records.

Sec. 56. The Board shall prepare and cause to be printed, and upon request furnish free of charge to any employer or employee, such blank forms and literature as it shall deem requisite to facilitate or promote the efficient administration of this act.

The Board shall tabulate the accident reports received from employers in accordance with Section 67, and shall publish the same in the annual report of the Board and as often as it may deem advisable, in such detailed or aggregate form as it may deem best. The name of the employer or employee shall not appear in such publications and the employer's reports themselves shall be private records of the Board and shall not be open for public inspection except for the inspection of the parties directly involved, unless in the opinion of the Board the public interest shall require otherwise. These reports shall not be used as evidence against any employer in any suit at law brought by any employee for the recovery of damages.

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Sec. 47. If an injured employee is mentally incompetent or is under 18 years of age at the time when any right or privilege accrues to him under this act, his guardian or trustee may in his behalf claim and exercise such right or privilege.

Sec. 48. No limitation of time provided in this act shall run as against any person who is mentally incompetent or a minor dependent, so long as he has no guardian or trustee.

Sec. 49. Whenever any employee for whose injury or death compensation is payable under this act shall at the time of the injury be in the joint service of two or more employers subject to this act, such employers shall contribute to the payment of such compensation in proportion to their wage liability to such employees: Provided, however, That nothing in this section shall prevent any reasonable arrangement between such employers for a different distribution as between themselves of the ultimate burden of compensation.

PART III.

ADMINISTRATION.

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Each member of the Board shall devote his entire time to the duties of his office and shall not hold any position of trust or profit or engage in any occupation or business interfering or inconsistent with his duties as such member.

Sec. 51. The salary of each member of the Board shall be four thousand dollars per year each.

The Board may appoint a secretary at a salary of not more than twenty-five hundred dollars a year and may remove him. The Board may also, subject to the approval of the Governor, employ such clerical and other assistants as it may deem necessary and fix the compensation of all persons so employed.

The members of the Board and its assistants shall be entitled to receive from the State their actual and necessary expenses while traveling on the business of the Board, but such expenses shall be sworn to by the person who incurred the same and shall be approved by the chairman of the Board before payment is made.

All salaries and expenses of the Board shall be audited and paid out of the State treasury in the manner prescribed for similar expenses in other departments or branches of the State service.

Sec. 52. The rights, powers and duties conferred by law upon the State Bureau of Inspection of the State of Indiana are hereby continued in full force and are hereby transferred to the Industrial Board hereby created and shall be held and exercised by them under the laws heretofore in force and the said State Bureau of Inspection is hereby abolished. The present Chief Inspector of said State Bureau of Inspection is hereby made a member of said Industrial Board until the expiration of one year from the date of

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the taking effect of this act and until his successor is appointed and qualified. The deputy inspectors heretofore appointed by the Governor as deputy inspectors in said State Bureau of Inspection, to wit: Inspector of Buildings, Factories and Workshops, Inspector of Boilers and Inspector of Mines and Mining together with their assistant inspectors, are hereby continued in their respective offices, at their present salaries, until the expiration of the terms for which they are respectively appointed and until their successors are appointed and qualified, and each of them respectively shall have and perform all the rights, powers and duties now held and performed by each of them respectively, together with such other rights, powers and duties as may be prescribed by said Industrial Board. Upon the terminations of the said terms of office for which said deputy inspectors have been appointed, said Industrial Board, with the concurrence of the Governor, shall appoint their successors to serve during the pleasure of said Industrial Board.

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The Board or any member thereof may hold sessions at any place within the state as may be deemed necessary.

Sec. 55. The Board may make rules not inconsistent with this act for carrying out the provisions of this act. Processes and procedure under this act shall be as summary and simple as reasonably may be. The Board or any member thereof shall have the power for the purpose of this act to subpoena witnesses, administer or cause to have administered oaths, and to examine or cause to have examined such parts of the books and records of the parties to a proceeding as relate to questions in dispute.

The county sheriff shall serve all subpoenas of the Board and shall receive the same fees as now provided by law for like service in civil actions: each witness who appears in obedience to such subpoena of the Board shall receive for attendance the fees and mileage for witnesses in civil cases in the courts.

The Circuit or Superior Court shall, on application of the Board or any member thereof, enforce by proper proceedings the attendance and testimony of witnesses and the production and examination of books, papers and records.

Sec. 56. The Board shall prepare and cause to be printed, and upon request furnish free of charge to any employer or employee, such blank forms and literature as it shall deem requisite to facilitate or promote the efficient administration of this act.

The Board shall tabulate the accident reports received from employers in accordance with Section 67, and shall publish the same in the annual report of the Board and as often as it may deem advisable, in such detailed or aggregate form as it may deem best. The name of the employer or employee shall not appear in such publications and the employer's reports themselves shall be private records of the Board and shall not be open for public inspection except for the inspection of the parties directly involved, unless in the opinion of the Board the public interest shall require otherwise. These reports shall not be used as evidence against any employer in any suit at law brought by any employee for the recovery of damages.

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shall not have been paid to the deceased for total or partial disability, to all dependents of the employee wholly dependent upon his earnings, for support at the time of the injury. If the employee leaves dependents only partially dependent upon his earnings for support at the time of the injury, the weekly compensation to those dependents shall, in addition to burial expenses, not to exceed one hundred dollars, be in the same proportion to the weekly compensation for persons wholly dependent as the amount contributed by the deceased employee to such partial dependent bears to his annual earnings at the time of the injury.

Sec. 38. The following persons shall be conclusively presumed to be wholly dependent for support upon a deceased employee:

(a) A wife upon a husband with whom she lives at the time of his death.

(b) A husband upon a wife with whom he lives at the time of her death if he is then incapable of self-support and actually dependent upon her.

(c) A boy under the age of 18 or a girl under the age of 18, upon the parent with whom he or she is living at the time of the death of such parent, there being no surviving dependent parent. If a child is over the ages specified above, but physically or mentally incapacitated from earning, he or she shall be presumed to be totally dependent if there is no surviving dependent parent.

As used in this section, the terms "boy," "girl" or "child" shall include step-children, legally adopted children, posthumous children, acknowledged illegitimate children, but shall not include married children; the term "parent" shall include step-parents and parents by adoption.

In all other cases, questions of dependency, in whole or in part, shall be determined in accordance with the fact, as the fact may be at the time of the injury; and in such other cases if there is more than one person wholly dependent, the death benefit shall be divided among them; and persons partly dependent, if any, shall receive no part thereof; if there is no one wholly dependent and more than one person partly dependent, the death benefit shall be divided among them according to the relative extent of their dependency.

For the purpose of this act, the dependence of a widow or widower of a deceased employee, and dependent children living with said widow or widower shall terminate with remarriage, and the amount received by her shall be divided among other dependents in the proportion in which they are receiving compensation, and in the event of the separation of the wife from her second or subsequent husband and her obtaining a divorce upon her own application, then she shall receive the same compensation for which she would have been entitled had she not remarried, but the time from the date of the remarriage to the date of the divorce shall be deducted from the time compensation runs, and the dependence of a child, except a child physically or mentally incapacitated from earning, shall terminate with the attainment of 18 years of age.

Sec. 39. If the deceased employee leaves no dependents the employer shall pay the burial expense of the deceased, not to exceed one hundred dollars.

Sec. 40. In computing compensation under the foregoing sections, the average weekly wages of an employee shall be considered not to be more than twenty-four dollars, nor less than ten dollars; and provided further, That the total compensation payable under this act shall in no case exceed five thousand dollars ($5,000).

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(d) For the permanent and irrecoverable loss of the sight of one eye or its reduction to one-tenth of normal vision with glasses—100 weeks;

(e) For the loss by separation of one foot at or above the ankle joint—125 weeks;

(f) For the loss by separation of one hand at or above the wrist joint—150 weeks;

(g) For the loss by separation of one leg at or above the knee joint—175 weeks;

(h) For the loss by separation of one arm at or above the elbow joint—200 weeks;

(i) For the permanent and complete loss of hearing—75 weeks.

In all other cases of permanent partial disability, including any disfigurement which may impair the future usefulness or opportunities of the injured employee, compensation in lieu of all other compensation shall be paid when and in the amount determined by the Industrial Board, not to exceed fifty-five per cent. of average weekly wages per week for a period of two hundred weeks.

Sec. 32. If an injured employee refuses employment suitable to his capacity procured for him, he shall not be entitled to any compensation at any time during the continuance of such refusal unless in the opinion of the Industrial Board such refusal was justifiable.

Sec. 33. If an employee has sustained a permanent injury in another employment than that in which he received a subsequent permanent injury by accident, such as specified in Section 31, he shall be entitled to compensation for the subsequent injury in the same amount as if the previous injury had not occurred.

Sec. 34. If an employee received an injury for which compensation is payable while he is still receiving or entitled to compensation for a previous injury in the same employment, he shall not at the same time be entitled to compensation for both injuries, unless it be for a permanent injury, such as specified in Section 31; but he shall be entitled to compensation for that injury and from the time of that injury which will cover the longest period and the largest amount payable under this act.

Sec. 35. If an employee receives a permanent injury such as specified in Section 31, after having sustained another permanent injury in the same employment, he shall be entitled to compensation for both injuries but the total compensation shall be paid by extending the period and not by increasing the amount of weekly compensation.

When the previous and subsequent permanent injuries result in total permanent disability, compensation shall be payable for permanent total disability, but payments made for the previous injury shall be deducted from the total payment of compensation due.

Sec. 36. When an employee receives or is entitled to compensation under this act for an injury and dies from any other cause than the injury for which he was entitled to compensation, payment of the unpaid balance of compensation shall be made to his next of kin dependent upon him for support.

Sec. 37. Where death results from the injury within three hundred weeks, there shall be paid in addition to burial expenses not to exceed one hundred dollars, a weekly compensation equal to fifty-five per cent. of the deceased's average weekly wages during such remaining part of three hundred weeks as compensation

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Sec. 57. If after fourteen days from the date of the injury or at any time in case of death, the employer and the injured employee or his dependents reach an agreement in regard to compensation under this act, a memorandum of the agreement in the form prescribed by the Industrial Board shall be filed with the Board; otherwise such agreement shall be voidable by the employee, or his dependents.

If approved by the Board, thereupon the memorandum shall for all purposes be enforceable by court decree as hereinafter specified. Such agreement shall be approved by said Board only when the terms conform to the provisions of this act.

Sec. 58. If the employer and the injured employee or his dependents fail to reach an agreement in regard to compensation under this act, or if they have reached such an agreement which has been signed and filed with the Board and compensation has been paid or is due in accordance therewith, and the parties thereto then disagree as to the continuance of any weekly payment under such agreement, either party may make an application to the Industrial Board for a hearing in regard to the matters at issue and for a ruling thereon.

Immediately after such application has been received the Board shall set the date for a hearing, which shall be held as soon as practicable, and shall notify the parties at issue of the time and place of such hearing. The hearing shall be held in the county where the injury occurred.

Sec. 59. The board or any of its members shall hear the parties at issue and their representatives and witnesses and shall determine the dispute in any summary manner. The award, together with a statement of the findings of fact, rulings of law and any other matters pertinent to the question at issue shall be filed with the record of proceedings, and a copy of the award shall immediately be sent to the parties in dispute.

Sec. 60. If an application for review is made to the Board within seven days from the date of the award, the full Board, if the first hearing was not held before the full Board, shall review the evidence, or, if deemed advisable, as soon as practicable hear the parties at issue, their representatives and witnesses and shall make an award and file same in like manner as specified in the foregoing section.

Sec. 61. An award of the Board, as provided in section 59, if not reviewed in due time, or an award of the Board upon such review as provided in section 60, shall be conclusive and binding as to all questions of fact, but either party to the dispute may within thirty days from the date of the award appeal to the Appellate Court for errors of law under the same terms and conditions as govern appeals in ordinary civil actions. The Board, of its own motion, may certify questions of law to said Appellate Court for its decision and determination.

Sec. 62. Any party in interest may file in the Circuit or Superior Court of the county in which the injury occurred, a certified copy of a memorandum of agreement approved by the Board or of an order or decision of the Board, or of an award of the Board unappealed from, or of an award of the Board rendered upon an appeal, whereupon said court shall render judgment in accordance therewith and notify the parties. Such judgment shall have the same effect and all proceedings in relation thereto shall thereafter be the same as though said judgment had been rendered in a suit duly heard and determined by said court.

proper distribution of all remaining assets, if any, subject to the right of any party in interest to take an appeal to the Appellate Court.

Sec. 73. All policies insuring the payment of compensation under this act must contain a clause to the effect that as between the employer and the insurer the notice to or knowledge of the occurrence of the injury on the part of the insured shall be deemed notice or knowledge, as the case may be, on the part of the insurer; that jurisdiction of the insured for the purposes of this act shall be jurisdiction of the insurer; and that the insurer shall in all things be bound by and subject to the awards, judgments or decrees rendered against such insured.

Sec. 74. No policy of insurance against liability arising under this act shall be issued unless it contains the agreement of the insurer that it will promptly pay to the person entitled to same, all benefits conferred by this act, and all installments of the compensation that may be awarded or agreed upon, and that the obligation shall not be affected by any default of the insured after the injury, or by any default in the giving of any notice required by such policy, or otherwise. Such agreement shall be construed to be a direct promise by the insurer to the person entitled to compensation enforceable in his name.

Sec. 75. Every policy for the insurance of the compensation herein provided, or against liability thereof, shall be deemed to be made subject to the provisions of this act. No corporation, association or organization shall enter into any such policy of insurance unless its form shall have been approved by the Industrial Board.

PART V.

DEFINITIONS AND MISCELLANEOUS PROVISIONS.

Sec. 76. In this act unless the context otherwise requires:

(a) "Employer" shall include the State and any municipal corporation within the State or any political division thereof, and any individual, firm, association or corporation or the receiver or trustee of the same or the legal representatives of a deceased employer, using the services of another for pay. If the employer is insured it shall include his insurer so far as applicable.

(b) "Employees" shall include every person, including a minor, in the service of another under any contract of hire or apprenticeship, written or implied, except one whose employment is both casual and not in the usual course of the trade, business, occupation or profession of the employer. Any reference to an employe who has been injured shall, when the employee is dead, also include his legal representatives, dependents and other persons to whom compensation may be payable.

(c) "Average weekly wages" shall mean the earnings of the injured employee in the employment in which he was working at the time of the injury during the period of fifty-two weeks immediately preceding the date of injury, divided by fifty-two; but if the injured employee lost more than seven consecutive calendar days during such period, although not in the same week, then the earnings for the remainder of such fifty-two weeks shall be divided by the number of weeks remaining after the time so lost has been deducted. Where the employment prior to the injury extended over a period of less than 52 weeks, the method of dividing the earnings during that period by the number of weeks and parts thereof during which the employee earned wages shall be followed provided results just and fair to both parties will thereby be

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pay damages in respect thereto, the injured employee may at his option either claim compensation or proceed at law against such other person to recover damages or proceed against both the employer and such other person, but he shall not collect from both; and if compensation is awarded under this act the employer having paid the compensation or having become liable therefor, may collect in his own name or that of the injured employee from the other person in whom legal liability for damages exists, the indemnity paid or payable to the injured employee.

Sec. 14. A principal, intermediate, or sub-contractor shall be liable for compensation to any employee injured while in the employ of any one of his sub-contractors and engaged upon the subject matter of the contract, to the same extent as the immediate employer.

Any principal, intermediate, or sub-contractor who shall pay compensation under the foregoing provisions may recover the amount paid from any person, who, independently of this section, would have been liable to pay compensation to the injured employee.

Every claim for compensation under this section shall in the first instance be presented to and instituted against the immediate employer, but such proceeding shall not constitute a waiver of the employee's rights to recover compensation under this act from the principal or intermediate contractor, provided that the collection of full compensation from one employer shall bar recovery by the employee against any others, nor shall he collect from all a total compensation in excess of the amount for which any of the said contractors is liable.

This section shall apply only in cases where the injury occurred on, in or about the premises on which the principal contractor has undertaken to execute work or which are otherwise under his control or management.

Sec. 15. No contract or agreement, written or implied, no rule, regulation or other device, shall in any manner operate to relieve any employer in whole or in part of any obligation created by this act except as herein provided.

Sec. 16. All rights of compensation granted by this act shall have the same preference or priority for the whole thereof against the assets of the employer as is allowed by law for any unpaid wages for labor.

Sec. 17. No claim for compensation under this act shall be assignable, and all compensation and claims therefor shall be exempt from all claims of creditors.

Sec. 18. The provisions of this act except Sections 3, 4, 10, 11, and 12 shall apply to the State and any municipal corporation within the State or any political division thereof, and to the employees thereof.

Sec. 19. This act except Section 67 shall not apply to employees engaged in interstate or foreign commerce, nor to their employers, in case the laws of the United States provide for compensation or for liability for injury or death by accident of such employees.

Sec. 20. Every employer and employee under this act, except as provided in Section 19, shall be bound by the provisions of the act whether injury by accident or death resulting from such injury occurs within the State or in some other State or in a foreign country.

Sec. 21. The provisions of this act shall not apply to injuries or death nor to accidents which occurred prior to the taking effect of this act.

contract made subsequent to the taking effect of this act shall be presumed to have been made subject to the provisions of this act: unless either party shall give notice, as provided in Section 3, to the other party to such contract that the provisions of this act other than Sections 10, 11 and 67 are not intended to apply.

A like presumption shall exist equally in the case of all minors unless notice of the same character be given by or to the parent or guardian of the minor.

Sec. 5. Every employer who accepts the compensation provisions of this act shall insure the payment of compensation to his employees in the manner hereinafter provided, and while such insurance remains in force he or those conducting his business shall only be liable to any employee for personal injury or death by accident to the extent and in the manner herein specified.

Sec. 6. The rights and remedies herein granted to an employee subject to this act on account of personal injury or death by accident shall exclude all other rights and remedies of such employee, his personal representatives, dependents or next of kin, at common law or otherwise on account of such injury or death.

Sec. 7. Nothing in this act shall be construed to relieve any employer or employee from penalty for failure or neglect to perform any statutory duty.

Sec. 8. No compensation shall be allowed for an injury or death due to the employee's wilful misconduct, including intentional self-inflicted injury, intoxication, and wilful failure or refusal to use a safety appliance or perform a duty required by statute.

The burden of proof shall be on the defendant employer.

Sec. 9. This act except Section 67 shall not apply to casual laborers, to farm or agricultural laborers and to domestic servants, nor to employers of such persons; unless such employees and their employers voluntarily elect in the manner hereinafter specified to be bound by this act.

Sec. 10. Every employer who elects not to operate under this act shall not in any suit at law by an employee to recover damages for personal injury or death by accident be permitted to defead any such suit at law upon any one or all of the following grounds:

(a) That the employee was negligent;

(b) That the injury was caused by the negligence of a fellow employee;

(c) That the employee had assumed the risk of the injury.

Sec. 11. Every employee who elects not to operate under this act shall, in any action to recover damages for personal injury or death brought against an employer accepting the compensation provisions of this act, proceed at common law, and the employer may avail himself of the defenses of contributory negligence of a fellow servant and assumption of risk, as such defenses exist at common law.

Sec. 12. When both the employer and employee elect not to operate under this act, the liability of the employer shall be the same as though he alone had rejected the terms of this act, and in any suit brought against him the employer shall not be permitted to avail himself of any of the common law defenses cited in Section 11.

Sec. 13. Whenever an injury for which compensation is payable under this act shall have been sustained under circumstances creating in some other person than the employer a legal liability to

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obtained. Where by reason of the shortness of the time during which the employee has been in the employment of his employer or of the casual nature or terms of the employment, it is impracticable to compute the average weekly wages as above defined, regard shall be had to the average weekly amount which during the 52 weeks previous to the injury was being earned by a person in the same grade employed at the same work by the same employer, or if there is no person so employed, by a person in the same grade employed in the same class of employment in the same district.

Wherever allowances of any character made to an employee in lieu of wages are specified part of the wage contract, they shall be deemed a part of his earnings.

(d) "Injury" and "Personal injury" shall mean only injury by accident arising out of and in the course of the employment and shall not include a disease in any form except as it shall result from the injury.

Sec. 77. If any section or provision of this act be decided by the courts to be unconstitutional or invalid, the same shall not affect the validity of this act as a whole or any part thereof other than the part so decided to be unconstitutional or invalid.

Sec. 78. All acts and parts of acts inconsistent with any provisions of this act are hereby repealed to the extent of such inconsistency.

Sec. 79. This act shall take effect on the first day of September, 1915, except that Part III with the exception of Sec. 67, shall take effect upon the passage of this act.

APPROPRIATION.

Sec. 80. For the purpose of paying the salaries and expenses of the members of the Industrial Board and its employees, the sum of $70,000 or so much thereof as may be necessary is hereby appropriated.

Sec. 81. The provisions of this act shall not affect pending litigation.

EMERGENCY.

Sec. 82. Whereas an emergency exists for the immediate taking effect of Part III of this act with the exception of Section 67, said Part III with said exception shall be in full force from and after the passage of this act.

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STANDARD OIL COMPANY
(INDIANA)

WHITING, IND., _____ 19____

SURGEON'S PRELIMINARY REPORT

Hospital Case No _____ Pay Roll No. _____ Department _____

Name _____ Address _____

Single
Married
Widowed

Age _____ Nationality _____ Occupation _____

Previous Defects and Physical Condition _____

_____

How Injured _____

Nature and Extent of Injuries _____

_____

Date First Aid _____ At Plant Hospital At Home

Further Treatment Plant Hospital Home Chicago Hospital

Can continue at work
Can not continue at work

REMARKS: _____

_____ M. D.
SURGEON

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C 35 [illegible]

Before filling out the agreement, read the instructions at the bottom.

INDUSTRIAL BOARD OF INDIANA.

(Workmen's Compensation.)

Form No. 12.

AGREEMENT BETWEEN EMPLOYE AND EMPLOYER AS TO COMPENSATION.

Accident No.....
Leave Blank.

We.....(the employe) residing at the town or city
Name of Employe

of.....in.....

County, in the State of....., and.....
Name of Employer

(the employer) of.....
State fully the Address of the Employer

have reached an agreement in regard to the compensation for the injury sustained by said employe while in the employ of said employer, by an accident arising out of and in the course of said employment, the time and place, when and where said injury occurred, the nature and the cause thereof being fully set forth in the notices thereof heretofore filed with the Industrial Board of Indiana.

The terms of the agreement follow:

1. That the average weekly wages of the employe at the time of his injury in the employment in which he was engaged were $.....

2. That the employe shall receive compensation at the rate of $.....per week during total or partial disability, not exceeding.....weeks or for.....weeks, beginning on the.....day of.....19.....

3. That the employer shall pay the necessary and reasonable surgical, medical and hospital expenses of the employe for the first thirty days after the injury.

Dated this.....day of.....19.....

Witness:

.....

.....
Signature of Employe.

.....

.....
Signature of Employer.

Approved by the Industrial Board of Indiana, this.....day of.....19.....

By.....
Member.

Attest:

.....
Secretary.

INSTRUCTIONS.

1. Strike out of number 2 above the provisions that are not applicable to your case.

2. If an injured employe and his employer reach an agreement as to compensation, a memorandum of such agreement shall be signed by them and filed with the Industrial Board for its approval. When approved by the Industrial Board, such agreement is final and binding upon the parties.

Such agreement will be approved by said Board only when the terms conform to "The Indiana Workmen's Compensation Act."—Section 57.

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Form No. 12

Agreement No.....

Agreement between.....employe,

and

.....employer, as to compensation.

Filed with the Industrial Board of Indiana,

on the.....day of

.....19.....

Secretary of the Board.

Approved by the Industrial Board, on the

.....day of.....19.....

Accident No.....

Claim No.....

Wm. B. Burford, Printer, Indianapolis.

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M—5-7-17

INDUSTRIAL BOARD OF INDIANA. II

(Workmen's Compensation.)

Accident No.....
Leave Blank

Form No. 14.

APPLICATION FOR THE REVIEW OF AWARD ON ACCOUNT OF A CHANGE IN CONDITIONS.

Before the Industrial Board of Indiana:

Plaintiff....

VS. Application number.....

Defendant ....

The above named....., the petitioner,
Plaintiff or Defendant

represents that on the.....day of.....19....., an award was

duly made in the above entitled cause awarding compensation to.....
Name of Employe or Dependents

.....from.....
Name of Employer

on account of an accidental injury to.....
Name of Employe

arising out of and in the course of his employment as an employe of.....
Name of Employer

..... The said.....
Plaintiff or Defendant

further represents that said award should be reviewed by said Honorable Board on account of a change in conditions upon the grounds following, to wit:

1. That the disability of said employe on account of said injury has recurred since the date of said award, or
2. That the disability of said employe on account of said injury has increased since the date of said award, or
3. That the disablity of said employe on account of said injury has diminished since the date of said award, or
4. That the disability of said employe on account of said injury has ended since the date of said award, or
5. That.....the dependent
Name of Widow or Widower

.....of the deceased employe has re-
Widow or Widower

married since the date of said award

.....

.....

.....
Name of Petitioner.

By.....
Attorney.

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STATE OF INDIANA,
COUNTY OF ..... } ss:

The undersigned, being duly sworn, upon oath says that the matters set forth in the foregoing petition are true.

.....

Subscribed and sworn to before me, this ..... day of ..... 19....

.....
Notary Public.

My commission expires on the ..... day of ..... 19....

INSTRUCTIONS.

1. The petition should be entitled the same as the original claim for compensation, should be given the same number and should be filed in the original cause.

2. All persons who were parties to the original award should be made parties to the application to review.

3. Any other persons whose interests will be affected by a review of the original award should be made parties to the application to review.

Form No. 14

Application No. .....

.....
Plaintiff.

VS.

.....
Defendant.

Petition to review award on account of change in conditions.

Filed with the Industrial Board of Indiana, on the ..... day of ..... 19....

.....
Secretary of the Board.

Set for hearing on the ..... day of ..... 19...., at ..... o'clock, ...M.

Industrial Board of Indiana,

By .....
Member.

Accident No. .....

Claim No. .....

Wm. B. Burford, Printer, Indianapolis.

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Be sure to read the instructions on the opposite page.

INDUSTRIAL BOARD OF INDIANA.

(Workmen's Compensation.)

Form No. 24.

Accident No.....
Leave Blank

EMPLOYER'S REPORT TO THE INDUSTRIAL BOARD OF THE INJURY OF AN EMPLOYE.

Date of making report.....19.....

To the Industrial Board of Indiana:

The undersigned employer hereby reports the injury of an employe by an accident arising out of and in the course of the employment, as follows:

1. Name and Address of Employer.....
Name Address
2. Nature of the business of the employer.....
3. Location of the business of the employer.....
4. Number of employes engaged in said business.....
5. Name and address of the injured employe.....
Name Address
6. Age and sex of the injured employe.....years.....Male.....Female.....
7. Occupation of the injured employe.....
8. Was the injured employe engaged in interstate commerce at the time of injury?.....
9. Wages of the injured employe, $.....per week.
10. Date of the accident causing the injury, the.....day of.....19.....
11. Hour of the accident,.....o'clock,.....M.
12. Cause of the injury.....
13. Nature of the injury.....
State fully
14. Was the place, appliance or condition causing injury provided with protecting devices?.....
15. Was the injured employe treated by a physician?.....
16. If so, by whom employed?.....
17. Name and address of attending physician.....
18. Has injured employe returned to work?.....
19. If so, on what date?.....
20. At what occupation?.....
21. At what wages per week? $.....
22. Did death result from the injury?.....
23. If so, state the date and hour of death.
The.....day of.....19....., at.....o'clock,
.....M.
24. If death resulted, state the name, age, relationship and address of each dependent.

Name.	Age.	Relationship.	Wholly or Partially Dependent.	Address.

.....
Signature of Employer.

If a Corporation,

By....., ...
President. Secretary.

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INSTRUCTIONS.

1. This report must be made in the case of every injury causing the absence of the employe from work for more than one day, and must be made within one week after the injury and knowledge thereof.

2. Be sure to fill every blank. A failure to do so will necessitate the return of this report to you.

3. Do not answer number 9 by giving the wages by the day or by the hour. Such an answer is of no value whatever.

Accident No......

Employer's first report of injury.

.....

Name of Employer.

.....

Address.

.....

Name of Injured Employe.

.....

Address.

.....

Filed with the Industrial Board of Indiana,

on the ..... **day of**

..... **19**....

.....

Secretary of the Board.

Wm. B. Burford, Printer, Indianapolis.

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INDUSTRIAL BOARD OF INDIANA.

(Workmen's Compensation.)

Form No. 25.

Accident No.....
Leave Blank

EMPLOYER'S SUPPLEMENTARY REPORT TO THE INDUSTRIAL BOARD AS TO THE INJURY OF AN EMPLOYE.

Date.....19.....

1. Name of employer.....
2. Address of employer.....
3. Name of injured employe.....
4. Address of injured employe.....
5. Did the injury cause any permanent physical disability?.....
6. If so, state fully the exact nature thereof.....
7. Has injured employe returned to work?.....
8. If so, on what date?.....
9. At what occupation?.....
10. At what wages per week? $.....
11. If the injured employe has not yet returned to work, state the probable length of his disability on account of the accident.....
12. Did you supply all medical aid required during the first thirty days after the injury?.....
13. Did you supply all surgical and hospital service required or ordered by the Industrial Board during such thirty days?.....
14. State the total medical and hospital cost of the injury. $.....
15. How much of it have you paid? $.....
16. State amount of compensation paid to date. $.....
17. How many weeks?.....
18. From.....to.....
19. If injury resulted in death since original report, state the date and hour. The.....day of .....19....., at.....o'clock.....M.
20. Did you pay the burial expense?.....
    If so, what amount did you pay? $.....

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21. If the injury resulted in death since the original report, state the name, age, relationship and address of each dependent.

Name.	Age.	Relationship.	Wholly or Partially Dependent.	Address.

.....

Signature of Employer.

If a Corporation,

By.....

President. Secretary.

NOTE.—This report must be made at the termination of the disability, unless the disability extends beyond a period of sixty days, in which event the report must be made at the expiration of sixty days. If death ensues after the first report, as a result of the injury, then this report should be made as soon as is practicable after such death.

Form No. 25

Accident No.....

Employer's Supplementary Report of Injury.

.....

Name of Employer.

.....

Address.

.....

Name of Injured Employe.

.....

Address.

Filed with the Industrial Board of Indiana, on the.....day of

.....19.....

.....

Secretary of the Board.

Wm. B. Burford, Printer, Indianapolis.

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INDUSTRIAL BOARD OF INDIANA. II

(Workmen's Compensation.)

Form No. 26. Accident No. ..... Leave Blank

REPORT OF ATTENDING PHYSICIAN.

1. Location WHITING, INDIANA
2. Name of employer STANDARD OIL COMPANY (INDIANA)
3. Location of employer WHITING, INDIANA
4. Name of disabled worker .....
5. Permanent address of worker .....
6. Present address or location .....
7. Date of occurrence of disability .....
8. At what specific work was he employed? .....
9. By what physician treated? .....
10. By whom was physician employed? .....
11. Did death result? ..... If so, when? .....
12. Has disabled worker returned to work? .....
13. If so, what date? .....
14. At what occupation? .....
15. Wages stated ..... $ ..... per week.
16. Where is or was worker treated? .....
17. State total medical and hospital cost to date $ .....
18. Physician's statement as to cause and nature of disability or cause of death .....

19. Probable duration of disability .....
20. If death or permanent total disability resulted, give number, names, addresses and ages of dependents, if obtainable:

Name.	Age.	Relation.	Wholly or Partially Dependent.	Address.

21. Has employer or his representative, foreman or agent knowledge of this death or injury? .....
22. If so, what person or persons has such knowledge and when first communicated? .....
23. Has employer or other persons on his own behalf visited injured person since disability began? .....
24. If so, who and when, if known? .....

..... Physician's signature.

Date .... Physician's address.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27453

Accident No..... Form No. 29

Report of Attending Physician.

Name of Physician.

Address of Physician.

Name of Injured Employe.

Address of Injured Employe.

STANDARD OIL COMPANY (INDIANA)

Name of Employer.

WHITING, INDIANA

Address of Employer.

Filed with the Industrial Board of Indiana

on the ..... day of

..... 19....

Secretary of the Board.

Wm. B. Burford, Printer, Indianapolis.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27454

C 83422

INDUSTRIAL BOARD OF INDIANA. II

(Workmen's Compensation.)

Form No. 27. Claim No.....

Accident No.....
Leave Blank

RECEIPT OF EMPLOYE FOR COMPENSATION.

Date.....19.....

Received of.....
Name of Employer

the sum of.....dollars and

.....cents, being the proportion of my weekly wages for the period from

the.....day of.....19....., to the.....

day of.....19....., to apply on compensation agreed on—awarded under the pro-

visions of "The Indiana Workmen's Compensation Act," beginning on the.....day of

.....19.....

.....
Signature of Employe.

Witness

.....
Address of Witness.

.....
Address of Employe.

By.....
Guardian—Trustee.

NOTE.—When the injured employe is mentally incompetent and is over eighteen years of age, the receipt should be executed as above by his or her guardian or trustee. When the injured employe is under eighteen years of age, the compensation may be receipted for by his parent.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27455

Form No. 27

Claim No.....

Accident No.....

Receipt of Employe for Compensation.

Employe.

Address.

Employer.

Address.

Wm. B. Burford, Printer, Indianapolis.

W. L. Mackenzie King Papers
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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27456

C SERIES

INDUSTRIAL BOARD OF INDIANA. II

(Workmen's Compensation.)

Form No. 28. Claim No.....

Accident No.....
Leave Blank

RECEIPT OF EMPLOYE IN FINAL SETTLEMENT OF COMPENSATION.

Date.....19.....

Received of STANDARD OIL COMPANY (INDIANA)
Name of Employer

the sum of.....dollars and

.....cents, making in all, with weekly payments already received by me,

the total sum of.....dollars and .....

cents, in final settlement of compensation due me under the provisions of "The Indiana Workmen's Compensation Act," for all disability suffered by me by reason of an injury arising out of and in the course of my employment

on the.....day of.....19....., while in the service of the said

STANDARD OIL COMPANY (INDIANA)
Name of Employer
. My disability ceased on the

.....day of.....19..... Total disability,.....days.

Partial disability,.....days.

.....
Signature of employe.

Witness: .....

.....
.....
Address of employe.

.....

.....
Address of witness.

By.....
Guardian—Trustee.

NOTE.—When the injured employe is mentally incompetent and is over eighteen years of age, the receipt should be executed as above by his or her guardian or trustee. When the injured employe is under eighteen years of age, the compensation may be receipted for by his parent.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27457

Form No. 28

Claim No.

Accident No.

Receipt of Employe in Final Settlement of Compensation.

Employe.

Address.

Employer.

Address.

Wm. B. Burford, Printer, Indianapolis.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27458

C 27458

INDUSTRIAL BOARD OF INDIANA.

(Workmen's Compensation.)

Form No. 29.

Accident No.....
Leave Blank

RECEIPT OF DEPENDENT OF DECEASED EMPLOYE FOR COMPENSATION.

Date.....19.....

Received of STANDARD OIL COMPANY (INDIANA)
Name of Employer

the sum of.....dollars and.....

cents, being the proportion of weekly compensation due me as a dependent of.....

.....for the period from the.....day of

.....19....., to the.....day of.....

19....., to apply on compensation agreed on—awarded under the provisions of "The Indiana Workmen's Compensation Act," beginning on the.....day of.....19.....

.....
Signature of dependent.

Witness:

.....

.....
Address of dependent.

.....
Address of witness.

NOTE.—When the dependent is mentally incompetent and is over eighteen years of age, the receipt should be executed as above by his or her guardian or trustee. When the injured employe is under eighteen years of age, the compensation may be receipted for by his parent.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27459

Form No. 29.

Accident No._____

Receipt of Dependent of Deceased Employe for Compensation.

Name of Deceased Employe.

Dependent.

Address.

Employer.

Address.

Wm. B. Burford, Printer, Indianapolis.

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CANADA

C 27460

C 27460

INDUSTRIAL BOARD OF INDIANA.

(Workmen's Compensation.)

Form No. 30.

Accident No.....
Leave Blank

RECEIPT OF DEPENDENT OF DECEASED EMPLOYE IN FINAL SETTLEMENT OF COMPENSATION.

Date.....19.....

Received of.....
Name of Employer

the sum of.....dollars and.....

cents, making in all, with weekly payments already received by me, the total sum of.....

.....dollars and.....cents, in final settle-

ment of compensation agreed on—awarded me under the provisions of "The Indiana Workmen's Compensation

Act," as a dependent of....., who died on

the.....day of.....19....., by reason of an injury arising out of

and in the course of his—her employment on the.....day of.....

19....., while in the service of the said.....
Name of Employer

.....
Signature of dependent.

Witness: .....

....
Address of dependent.

.....

.....
Address of witness.

NOTE.—When the dependent is mentally incompetent and is over eighteen years of age, the receipt should be executed as above by his or her guardian or trustee. When the injured employe is under eighteen years of age, the compensation may be receipted for by his parent.

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CANADA

C 27461

Accident No.....

Receipt of Dependent of Deceased Employe in Final Settlement of Compensation.

Name of Deceased Employe.

Dependent.

Address.

Employer.

Address.

Wm. B. Burford, Printer, Indianapolis.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B 288

C 27462

STANDARD OIL COMPANY
(INDIANA)

PERSONAL INJURY REPORT

(THESE QUESTIONS MUST BE FULLY ANSWERED)

_____ 191__

1. Name of person injured, residence (giving street and number)_____

2. Date of birth and occupation_____

3. Married or single_____ If married, name of wife and children_____

4. Does he speak English?_____

5. Is he a Piece or Day Worker?_____ What wages did he receive?_____

6. Where was injured person sent?_____

7. At what employed, when injured and how long at that particular employment?_____

8. Physician employed?_____ At whose expense?_____

9. CAUSE? (By what kind of machinery, or otherwise, and how done?)_____

10. Was machine or other cause guarded?_____ If not, why not?_____

11. Was injured person regularly employed on such machine?_____

12. Had injured person worked on similar machinery prior to this employment?_____

13. If employe, how long in service of Company and in what capacity?_____

14. Name of his foreman and in what department_____

15. Date of injury_____ Hour_____

16. Condition of light at time and place of injury_____

17. Who witnessed the injury, give names and addresses and state whether employed by the Company or not:

18. The nature and extent of injury_____

Total_____ Serious?_____ Slight?_____

19. How far incapacitated for work?_____

20. How long before he can return to work?_____

21. Was injury caused by carelessness of any person?_____

If so, whose, and in what respect?_____

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CANADA

C 27463

22. Was injury caused by defective machinery, tools or appliances? If so, in what respect, and were defects apparent; and did the Standard Oil Company (Indiana) make the machinery, tools or appliances causing the injury?

23. What was the person doing when injured?

24. Here give a detailed statement of the injury?

25. Give names of witnesses, with their residences, ages, nationality, and state whether they speak English, and if not in our employ, name of employer and occupation

26. Witness will here give his own age, residence and occupation; state where he can be found at any time if needed, and sign this statement

Subscribed and sworn to before me this _____ day of _____ 191__.

Notary Public.

My Commission Expires _____

NOTE:—Foreman or person in charge of department, should obtain from party injured, a statement of how the accident causing the injury occured, and if possible, have injured party sign the same. If he is unable, or refuses to sign the statement, have witnesses who heard the statement made, certify that injured party made the statement in their presence.

STANDARD OIL COMPANY
(INDIANA)

PERSONAL INJURY REPORT
OF

INJURED

DEPT.

SETTLEMENT MADE

191

191

BY

NATURE OF SETTLEMENT:

Amount

Amount

Time Lost, Hours

Time Paid for, hours

Superintendent

APPROVED:

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CANADA

B203

C 27464

STANDARD OIL COMPANY
(INDIANA)

SETTLEMENT FOR INJURIES.

Do not sign without understanding.

Received of the STANDARD OIL COMPANY, an Indiana Corporation, the sum of ..... Dollars ($.....), in full settlement and satisfaction of all claims and demands whatsoever to date hereof, including any and all claims for damages arising out of accidental injuries sustained by me at the Plant of said Standard Oil Company, on or about the ..... day of ....., 19..... This release being intended to cover all claims for damages on account of said injuries, or the results or consequences flowing therefrom.

In Witness Whereof, I have hereunto set my hand and seal at WHITING, State of ....., this ..... day of ..... 19.....

..... SEAL

The above was read and signed by the said .....

in our presence at WHITING, INDIANA on the ..... day of ..... A. D. 19.....

Witnesses { .....
.....

STATE OF .....
COUNTY OF ..... } ss.

I, ..., a Notary Public in and for the County of ....., in the State of ....., do hereby certify that ....., known to me to be the party whose name is attached to the within release, personally appeared before me at WHITING, in said County of ..... and State of ....., this ..... day of ..... A. D. 19....., and acknowledged said release to be an act of ..... own free will and accord, and that ..... had received the consideration for said release named in the same.

.....
NOTARY PUBLIC

My commission expires .....

NOTE: The release should be read by the party signing the same in the presence of two persons who shall witness his signature. If the Releasor cannot read English, it should be read to him, and if in a foreign language, then the name of the translator should be mentioned and he should be one of the witnesses.

Wherever practicable, the party signing the above release should be required to write upon the same substantially the following provision:

I have read the foregoing release and fully understand the contents thereof, and agree that my signature to this instrument shall be deemed and held as conclusive evidence of my having read and understood the contents of this release.

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C 27465

SETTLEMENT FOR INJURIES

.....

.....

TO

STANDARD OIL COMPANY
(INDIANA)

.....

WORKS.

Dated ..... A. D. 19.....

Amount, $.....

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CANADA

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B-324 5-2-18 1M

C 27466

STANDARD OIL COMPANY
(INDIANA)

AFFIDAVIT OF INJURY

State of Indiana :
: ss.
County of Lake :

_____ being first duly sworn, deposes and says:-

I am an employee of the STANDARD OIL COMPANY ~~OF~~ (INDIANA,) at Whiting, Indiana, in the _____ department, and was so employed on the _____ day of _____ 191 , on which date, to-wit: _____ day of _____ 191 , I received an injury, as follows, to-wit:

_____

_____

_____

Said injury was received at the works of the said Standard Oil Company ~~of~~ (Indiana,) at Whiting, Indiana, at _____ . M., while in discharge of my duties and during the hours I was in the employ of the said Standard Oil Company ~~of~~ (Indiana,) at their Whiting works, and at no other time or place; and that at the time of the said injury I was not violating any of the rules or orders of the said Standard Oil Company of (Indiana.)

IN WITNESS WHEREOF, I have hereunto set my hand and seal at Whiting, State of Indiana, this _____ day of _____ 191 .

_____ SEAL

Subscribed and sworn to before me a Notary Public in and for the County of Lake, and State of Indiana, this _____ day of _____ 191 .

_____
NOTARY PUBLIC

My commission expires _____

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ARTICLE 1

RULE 1. Eight (8) hours shall constitute a day's work, except Saturday when work shall cease at noon.

RULE 2. All overtime shall be paid at the rate of double time. This shall include all time worked after hours in force.

RULE 3. All Sundays and Holidays shall be paid at the rate of double time. This includes New Years Day, Washington's Birthday, Decoration Day, Fourth of July, Labor Day, Thanksgiving Day and Christmas. When any of the above days falls on a Sunday, the day observed by the State or Nation or by Proclamation shallabe considered a holiday.

RULE 4. Any employees requested to work during regular meal time shall be allowdd twenty (20) mimutes to eat their meals and be allowed double time for regular meal time.

RULE 5. No employee covered by these rules and regulatimns shall be laid off to equalize time on account of having worked overtime.

ARTICLE 2.

RULE 1. No employee covered by these rules and regulations shall be suspended or dismissed without just and sufficient cause. If after proper investigation it has been found he has been suspended or dismissed without just and sufficient cause, he shallabe re-instated with full pay for all time lost; the investigation to be held within two working days after the suspension or dismissal and at a time during working hours convenient to the official in charge. Injured party should lose no time in bringing his case before the committee, the Master Mechanic or his assistant.

RULE 2. Should an employee believe he has been unjustly dealt with, or provisions of these rules and regulations under which he is working have been violated, the local Committee shall first endeavor to adjust same with the Master Mechanic or his assistant and if not adjusted, the Committee or Business Agent or both, if necessary, may appeal to the proper

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Officials of the Standard Oil Company.

RULE 3. A conference between local officials and local committee for adjustment of business arising under these rules and regulations may be held by appointment at a time during working hours convenient to the officials in charge. It is also understood that one Boilermaker and one Helper on the different sections of the Standard Oil Plant at Whiting, Indiana, will be allowed to investigate men outside of working hours and if at any time men are found not satisfactory, upon request of Committee or Business Agent, the case may be brought before the Master Mechanic, his assistants or the Superintendent for adjustment.

RULE 4. It is agreed and understood that employees quitting their work on account of differences arising locally between officials and themselves without first referring the matter to their representatives and the proper representatives of the Company, shall be deemed sufficient cause for dismissal. The Company will not discriminate against any committee which may from time to time be selected to represent the employees covered by these rules and regulations.

RULE 5. When force is increased, men who have been laid off will be given preference in employment whenever possible.

ARTICLE 3.

RULE 1. Boilermaker's work shall consist of all laying out sheets and templates, marking off on all sheets #16 U. S. gauge or heavier that are punched from a center, flanging, fitting up, riveting, chipping and calking same; also all tube and flue work on both ends and repairs to same which can be held over to the regular working hours; also all staybolt work and studs in boilers, stills and tanks; also all I beams, channel iron and angle iron when fabricated with our usual boilermakers tools except structural iron work which has always been done by blacksmiths; all rolls, air hammers and motors when used on boilermakers work. This

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rule shall be construed to mean that when boilermakers are using air machines or automatic tools, they will be allowed sufficient help to operate same from Helpers ranks. Nothing in this shall be construed to mean that our regular salaried men connected with this department shall not do any or all this work when we see the necessity for it.

RULE 2. Men when sent out to work away from the shop shall receive all necessary expenses, the Company to pay for same; time to be governed by Article 1.

RULE 3. Men called to work after hours in force shall receive no less than five (5) hours for call.

RULE 4. Boilermakers helper work shall consist of assisting Boilermakers in operating air motors or automatic machines, fitting up, holding on, Heating of all rivets, punchers, shearers, handling of all tubes and flues and passing rivets. These shall receive the regular Helpers rate. A boilermaker with two Helpers shall be provided in cutting rivets where we think it necessary to hurry the work or conserve the health of the employee. Two Helpers shall be furnished for wedging rivets, in using the air-jam, when work can not be handled to advantage with one Helper.

RULE 5. Any Boilermaker Helper filling a higher rate position for temporary service shall receive the rate applying to such higher position for the entire time.

RULE 6 All outside contractors erecting work on Standard Oil plant in Whiting, Indiana, shall be governed by outside agreement.

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A.

Pipe Fitters and Helpers and the necessary labor to go with them shall perform the pipe fitting work of this company at its plant in Whiting, Indiana.

Where the word "Company" is used, we mean the Standard Oil Company (Indiana) at its Whiting Plant.

B.

The minimum rate for Fitters shall be 45 cents per hour; for first Helpers it shall be 34 cents; and for second Helpers it shall be 30 cents. Machine men shall receive 34 cents per hour. If the machine men desire to go outside as helpers, they may do so if the Master Mechanic approves.

C.

When a Fitter lays off on regular jobs, another fitter shall be sent to take his place, but should his helper be ordered by his Foreman to do his work, shall receive steam fitters rate while in charge of the job.

D.

All time before or after regular working hours, Sundays and the following holidays: New Year's Day, Decoration Day, Fourth of July, Labor Day, Thanksgiving Day and Christmas Day, at overtime rate, double time.

E.

A Helper who satisfies the Company that he can do Fitter's work shall, upon doing this work, receive Fitter's rate at once.

F.

Overtime shall be divided as equitably among all men as possible. We must put the Fitter and Helper where they can do the best work for the Company.

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G.

When a Steam Fitter or Helper, who feels he has been discriminated against or laid off unjustly, he shall have the right to appeal to Superintendent or Master Mechanic.

H.

Fitters or Helpers sent from the home station shall be paid for overtime at the same rate they receive at home. The Company will bear all necessary expenses in such case.

I.

Eight (8) hours shall constitute a day's work except on Saturday when work shall cease at noon.

J.

A man who has been suspended or discharged without sufficient cause shall on proving his case to the Superintendent, his assistant or the Master Mechanic, be again reinstated without loss of time. The man suspended or discharged must bring his case before proper authorities within two (2) days.

K.

When a man is hired as a Helper, he shall receive a first or second Helper's rate according to the work he does.

L.

A Fitter will not be called on to handle a gang so large that he can not do justice to the job and make the work reasonably safe for the men.

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Whiting Mutual Benefit Association C 27472

PRELIMINARY
Application for Membership

WHITING, IND.,.....191..

GENTLEMEN—I hereby make application for membership in your Association.

I declare that I am at date in good, sound, mental and physical health.

I was born on the.....

day of.....1.....

and am now.....years of age.

My occupation is.....

.....
(state fully)

Residence .....

Signed .....Applicant.

RECOMMENDED BY

.....

.....

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CANADA

C-27473

WHITING MUTUAL BENEFIT ASSOCIATION

DOCTOR'S CERTIFICATE

DATE FIRST VISIT _____

NO. OF VISITS _____ DATE OF LAST VISIT _____

IN YOUR JUDGMENT WHEN COULD THE PATIENT HAVE RESUMED HIS DUTIES?

_____

_____

HAS ANY PHYSICIAN ATTENDED HIM? IF SO, WHOM?

_____

WHAT WAS THE PATIENT'S AILMENT?

_____

SIGNED _____ BENEFICIARY

SIGNED _____ M. D.

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C 27474

Dept Date

Suggestion (accepted)

Work Completed Results
Date

C 27475

Dept Date

Suggestion (accepted)

Work Completed Results
Date

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CANADA

B870 9- 8-18 20M

C 27476

AN OUNCE OF PREVENTION IS WORTH A POUND OF CURE

STANDARD OIL COMPANY

(INDIANA)

WHITING, IND.

SAFETY REPAIR ORDER

_____M_____191___ No._____

Mr. _____ Sup't_____ Dep't.

Please have the following Safety Repairs made at once:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____Safety Director

_____

RETURN THIS ORDER TO SAFETY DIRECTOR WHEN WORK IS COMPLETED.

SAFETY DIRECTOR.

Safety Repair Order No._____ at Hand

Same will receive our prompt attention.

_____Sup't_____Dep't.

NOTE:—This slip to be filled in, detached and mailed to Safety Director on receipt of Repair Order.

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CANADA

B 843-8-13-18 25M

C 27477

STANDARD OIL COMPANY
(INDIANA)

FOREMAN'S ACCIDENT REPORT

NOTE: In making out this report, USE TYPEWRITER

Time of Accident _____ M. _____ 19 _____

Name _____ No. _____ Age _____

Residence _____ Occupation _____

How Injured (Complete description of Accident) _____

_____

_____

_____

_____

_____

_____

_____

WHOSE FAULT? _____

To Prevent Similar Accident I Suggest – _____

_____

_____

_____

_____

WITNESSES	PAY ROLL NO.	RESIDENCE

NAME ALL WITNESSES.

_____
Foreman

_____
Superintendent

Telephone Safety Inspector when any Accident Occurs, mail report Immediately to C. W. Smith Safety Inspector, Main Office.

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C 27478

Price 15c Copy

THE OWL

PUBLISHED BY THE WHITING OWLS CLUB

VOL. I. NO. 3 WHITING, INDIANA JAN., 1919

THE HOME-COMING

A wonderful record has been made by the Owls Club in the World War. Ninety-one members entered the service out of a then membership of one hundred. Two of these worthy patriots have made the supreme sacrifice.



Now the period of re-construction and re-adjustment to the arts of peace has come, and we are welcoming back to our fireside those who are left. There is the need of a larger club house and the increased facilities that go with it. Our needs are the needs of one hundred and eighty-four men engaged in the different kinds of club activities and seeking relaxation after working hours.

We hope to be located in a new and larger building by this time next year with facilities worthy of our increased membership and our champion basket ball team, the Red Crowns. In the mean time, we offer to the returning boys the same old quarters which to them are linked about with memories of pleasures of the past, and extend to them a welcome as hearty as we can make it. They have fought for us in this war and their deserving is great.

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C 27479

THAT "CHARTER LIST"

By U. G. Swartz

Editor's Note—In the July edition of THE OWL we ran a list of members taken from the charter list. We were under the impression that those members constituted the original OWLS CLUB. This brought a reply from Mr. Herman Tuller of Richmond, California, giving the original list as recorded in the first by-laws of the club and as they were organized.

Mr. U. G. Swartz, having been secretary of the club at that time, has explained the matter in the following article:

By the former issues of this valuable magazine it will be seen that there has been some uncertainty as to who were the original members of the Owls. This confusion has arisen because some were referring to the organizing list and some to the list of petitioners asking for a charter. These lists were made at different times.

The organization of the Club was formed November 15th, 1893, and those who were present at the organization meeting signed the original list of members. Immediately following there were a number of signers to this list who were not present at the organization meeting, but who were considered original members. The charter petition which adorns the walls of the club rooms is dated March 4, 1895. Previous to this charter petition the club transacted business as a club but had no corporate body and no legal title to its property.

Through the kindness of Mr. Herman Tuller I have secured a copy of the list of members recorded in the first by-laws of the club, printed in February, 1894. As far as I have been able to learn it is the only copy of this list in existence. Mr. Tuller has also kept a check on the loss of these original members by death. He has asked for a return of this list. I trust that some day he may see fit to deposit this among the archives of the club, for it will always be an interesting document.

The organization meeting was called to order and presided over by Mr. W. M. Burton, who all the years has been the patron saint of the club. The writer had the honor of being the secretary of this meeting.

The officers elected for the first year were as follows:

President—W. S. Rheem.
Vice-Pres.—W. M. Burton.
Sec'y-Treas.—U. G. Swartz.
Executive Committee—W. E. Warwick, Edgar A. Gowe.

These five comprised the entire executive committee and had charge of all the business of the club and held all its property in trust.

Following is the list of organizing members as shown in the first copy of the by-laws:

*Babcock, F. S.	Harris, W. C.
Bader, G. J.	*Hogan, R. T.
*Barstow, W. A.	Kirn, P J.
Beaubien, Arthur	Kuttner, E. H.
*Beecher, M. C.	Lesser, T. P.
Boyle, T. S.	*McGregor, C. J.
*Brown, J. S.	Mattern, L. H.
Burton, W. M.	*Moore, H.
Clark, E. M.	*Moore, J. B.
Coe, F. E.	*Rheem, Carl
Curtis, Wm.	Rheem, W. S.
Davidson, H. S.	Schrage, W. C.
Davidson, Jas. G.	Smith, F. J.
Denham, R. F	Smith, J. P.
Gavit, F. N.	Swartz, U. G.
*Gill, Jas. A.	Tuller, H. W.
*Gittings, A.	*Twitt, Jas. E.
Gladden, A. E.	Warwick, W. E.
*Gowe, E. A.	Webb, H. B.
*Grady, Jno. F.	Webb, W. T.
*Greatrake, W. M.	

*Deceased.

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The Owl

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Editor
ROBT. C. CURTIS
Assistant Editors
URIE J. MOORE
OSCAR A. AHLGREN

Editorial

Upon passing its Twenty-fifth Anniversary the Owls Club sends greetings to the boys in service, to the ex-Owls, and to all its friends.

The Owls Club under the leadership of President Andrus has developed and broadened its activities until the membership is nearly twice what it was a year ago. In view of this a club house containing a gymnasium, with a regulation basket ball floor, a swimming pool, a reading room, a lunch room, etc., is needed. It should be a building that the town can be be proud of.

Ex-Owl Club members have attained responsible positions in the business world, and it is due in part to the environment of the Owls Club. The Club has for twenty-five years taken a leading part in the social and athletic life of the town. Its basket ball team is known wherever basket ball is played. We must have a good playing floor and other facilities to properly encourage it.

The matter of a new club house is up for consideration now. We hope to have a favorable reply.

The Owl Magazine justified its existence during the war by keeping the boys in touch with the town and club and with one another. It is just as important during the period of occupation and re-construction.

The OWL has been delayed in going to press by failure of some of the ex-Owls to respond to our call for information, without which a very interesting article could not possibly be written. We hope to run this in the next issue.

The loss of Harry Frieling has meant the loss of his great managing, playing ability and strong personality. His parting words before leaving for the East were, "Heads up, and get the big push behind the man behind the team." The Club is out for the World's Championship in basket ball and it has the team with which to do it.

It has been suggested by Mr. U. G. Swartz that the club should establish a permanent office of historian and necrologist whose duty it will be to compile a short history of the club to date, including the usual statistics of necrology, and in the future make an annual report covering the history and necrology of the club. Copies of these reports might be kept in the public library as well as in the archives of the club.

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LETTERS FROM OUR BOYS

From Frank O. Girard

October 31st, 1918.

Owls:—

Well, fellows, how are you all, and how is the old place? I sure would like to see it now. I haven't seen it for over eight months.

I am started on my sixth month of overseas service now. I get a service stripe the first of December. But that will be the only one I will get, because the war is going to end very soon now.

This front I'm on is the front where there is SOME fighting taking place. My division and the British together have taken 85 miles of ground since July 18th. The British and Australians took the ground up to the Hindenburg line and then my division of Americans took the line and went thru for 30 miles more.

The British could never get thru this strong point, and when the Americans took it as easily as they did they all laughed about it. Our brigade went so far that I had a hard time keeping up with them, as my work was to follow the infantry after they got the Germans on the run and fix up the road so the wagons could keep on bringing up supplies. I sure saw a lot of sights (more than I expected to) and had to duck a lot of shells that flew past my head. Some life, I'll tell you.

A British general said that my division should be decorated for their good work. You see, they took 15 cities, 5,000 prisoners, and freed 3,400 French people. Not bad, is it?

Since I have been over here I have never met a fellow that I knew. I don't think much of this country and sure would be glad when I get back to the U. S. A. again.

I am going out for a month's rest soon, and I think I'll go to Southern France for a month. That is where I want to go. I hope to get around some place where there are a lot of Americans. I have been with the British all the time I've been over here, so you see why I wish to see some Americans.

Well, fellows, I guess I've told you all I know, so I'll say so long with the best of luck to you and hopes that you will keep the old club going till I get back.

From Milford Moore

My Owly Friends:—

Just finished reading my copy of the "Owl" and have decided that it is more of a finished article than the Portsmouth Gazette. Don't suppose I'll need ask you not to forget me when the next issue issues, and needless to say I'll be looking for it.

The "Owl" gets a good going over from me (I go thru it as long as I can find it). Generally after reading I light a butt, lean back in my imagination and think of the palmy days when the poker-buzzards used to contaminate the clear azure of the club rooms with their various brands of cigarette gasses, when we used to suspend ourselves from the bottom of those well-padded, leather-covered chairs or divans and convince each other that the Owls could beat the I. A. C. B. B. T. if we only had a chance and some one would be trying to make a certain dummigan believe that the squareheads wouldn't last another round with the Allies.

Those days will come again, of course, but not until the lads get thru with that big "ham and egger" whose first luft is Ananias and whose father was, by the treaty of 1870, elected the Chief Mogul of the Land Dips. Then we gather about the hearth once more, this time to listen to the tales our fighting brothers have to tell us. Mayhaps "Hans" will drift in with that balmy look and loud smile, remove the Kaiser's hat from his top-side, hang it

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in the cloak room and sing out that he is the best pinochle player in the Club. I'm happy enough now, but this is serious, and I know a few "gobs" in in this man's outfit that are not blessed with the most comfortable ideas. So it goes it's a man's life, but somehow it doesn't fit in with the schedule that I wrote out for myself when still a kid.

Didn't know how near I was to some of the fellows until our friend the "Owl" was on file, sure is a newsy little article. By the way, don't you think that Exton's address looks like the address of some Penn. R. R. gondola? Just met an old shipmate back from the trenches (been with the Marines) and from what he told me a box car, behind the front lines, would be as welcome as the Buckingham Palace.

Will soon have to go for "chow," my good friend Jack, who is an ex-commissary steward, is stewing up some tomato soup for our supper, and rather calls me cause I am a cuckoo about tomatoes, raw or any other way.

My dizzie partner has been sewing buttons on his pea-coat and during his stupor he sewed up the pocket. And speaking of cockroaches ,when they get so thick that they get in the locker and drink all the stomach varnish and play tag up one bulkhead and down another, or chew your shoestrings in two while you sleep, they're getting pretty strong, to say nothing of their numerical force. Why, we've enough cockroach-power to drive the ship.

The Paducah is over in a Spanish port and I am not connected with her. For my part I am glad the old tub has some knots between us. The "Old Man" told me that as soon as the epidemic is over he will shanghai me to Boston for sea duty, but who knows when it will be over? there's the rub. Till then I must be satisfied with this Portsmouth stock.

Sure do thank you fellows for the "Owl," and am more than just glad to have it. In return accept my best luck and if I only could I'd speed up the time so that you gents could see all of your old pals again.

As Owlways,
MILFRED B. MOORE.
Ph. M. 3c U. S. N.

From John Showalter

My leaving the Great Lakes was rather sudden, and have just begun to get settled nicely since leaving there. We had a very enjoyable voyage, the weather was fine all the way, and most everybody was able to retain his food in the proper place.

After some days, which passed very quickly, the shores of England came into view, and a more picturesque sight I can't call to memory. We came on a train to this place from where we landed(at least it was called a train, but it looked more like a toy of my boyhood days).

We lead a very enjoyable life here at camp. Am writing this in a Y. M. C. A. tent, the Victrola is going, and if it were not for the box on which I am sitting, I could almost imagine myself in Whiting. When we get liberty we usually walk to one or the other of several small towns close by and take in a movie or some such exciting recreation. As for the girls, let me give you a little kindly advice, and give America first place every time.

From Corp. Albert H. Scholz

We are no longer at Camp de Grasse but have moved up to an advanced zone and are not all in the same place either, but the Hdqtrs. Co. and Co. A. are in the same camp, so Butch and I see each other every day.

While we were at Tours we had the pleasure and variety a town of 120,000 affords, and believe me, it was "beaucoup." We could go to the Theatre Municipal and attend grand opera, or something that resembled

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it. We had also the advantages of a large "Y" in the city and one at our camp, with motion pictures every night, but where we are now it is an entirely different story, for we are situated just between two small cities in a railroad yard (our regiment is now operating a division itself). We are about two miles from either of these small towns. They have only a population of about 2,000, and we can walk from one end to the other in a few minutes, and therefore are lacking in all the things that Tours afforded. We have not even a bathhouse, to say nothing of other physical comforts, so you see we are kind o' up against it.

We have to go fifty-six miles for our mail and over a hundred for our pay, while we receive our provisions from the Quartermaster twenty miles away, and therefore have mush and bacon quite often. On our trip from Tours here we covered over two hundred miles and even touched the foothills of the Alps, where we saw most beautiful scenery, for the railroad ran about half way up the slope of the mountains. The roadbed being blasted from solid rock with the retaining built up by hand so perfectly that they did not use any mortar at all. Where the mountain projected too far to be skirted or blasted away they built tunnels, and one we passed thru was at least two miles long and in some way ventilated so perfectly that the air was almost as fresh as out in the open. The ground itself is very rocky, and only the valleys were cultivated, and it always looked more like a river than a strip of grass as we passed over these spots on bridges built high in the air. At one place we passed a small village set in a trifle larger valley, which presented a very beautiful picture. Can't say that I will have an opportunity of seeing the trenches, as the papers say that today the Germans have just about followed the Austrians' example.

From Sergt. Robt. W. Gardner

I'm writing this in my 4x6 dugout. I've got a cosy open hearth fire, and am burning "ready-cut" wood left by the Germans. It's all quiet here now, but believe me, when we first reached this position we didn't lose any time burying ourselves beneath a bunch of dirt. I'm with the long range stuff, but when the German prisoners asked us when we were going to put bayonets on our artillery you can judge for yourselves how far we are behind the infantry. Up to last night the doughboys were occupying holes not 20 feet from our dugout.

Night before last was Hallowe'en, and was one to be remembered by the boys on the American front as the greatest of them all. The Lord only knows at this moment how far the boys have gone, but the Dutch prisoners coming back over the hills yesterday morning were evidence of the good work the Yanks have done.

Old Hindenburg said that we couldn't bust his line here. But we've done it, and believe me, we can do it any old time we want to. When the Germans get that beat into their heads we'll have victory and then the peace that we are all looking for.

From James Griffith

Hello Gang:—

Just a few lines from "over here" to let you know that I am still alive and kicking. I should have said "we," because Lew and I are still together. If you'll take a slant at the map you will easily find the above burg where we are located; it's about 20 kilometers from the Belgium border, and a little farther than that from Luxemburg. We sure have been seeing the sights, as we have been through practically all of the "American Sector" and seen the places where they made "Hell for the Boche."

Talk about the sights and seeing them, say—nothing will ever beat this. When you see whole towns that have been destroyed by shell fire and passed over miles of territory that has been shelled, and is littered with shell holes—you'll agree with Sherman.

I wish I had the time to write you a detailed description of how No Man's Land looked after the battle, but will wait and tell, and believe me, I'll sure be able to sling the "bull."

The town which we are now in is the only one north of Verdun that has not been "gutted" by doughboys and artillery. This place was spared for some reason, I suppose because the Germans did not show fright. Their lines at the time the armistice was signed ran right through the outskirts of this town.

Well, fellows Christmas will soon be here and hope that Santa Claus treats you all well. If he gets me home by the 1st of the year or Feb. it'll be about the best Christmas gift I can think of.

See the real Hawaiian Hula-Hula dancer at the Owls next show. Music by the Owls' own twenty-piece orchestra.



WHITING PARK IN JANUARY

From A French Officer

To the Owls Club:—

As requested by my friend Napoleon Exton-Porter of the training station,I am glad to greet you and wish to congratulate you on your record of enlistments in the United States Army and Navy.

I have been working with Lieut. Porter in the training of different regiments and we have become intimately acquainted, both in our work and also in our evening's entertainments on the green-covered table. At the beginning it was quite hard for me to understand him on account of his Ring Lardner lingo, but I am now able to "get him, Steve," and it reminds me of a sign in the window of a French store, "English spoken, American understood."

I left the front about three months ago and now I am well pleased with my new work, which is the instruction of the American troops. The French people are very much enthused over the good work of the American troops, and are sure that such a work will bring us rapidly to the victory for which we are all fighting.

If at any time I shall pay a visit to America, I will undoubtedly call on Lieut. Porter and enjoy a plunge in the famous Lake Michigan of which he has often spoken.

Yours faithfully,
LIEUT. MARMOISE.

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THE OWLS AND THE COLORS

The boys listed here are putting the Owls Club in the foreground of those organizations that are making history. Nowhere can be found a group of young men who are doing more for our country. The addresses given are the best obtainable. Kindly notify the Editor of The Owl when a change is made or when you know a later address than the one given here.

***Corporal Mat Adley**
8th Construction Co. B. L.
35 Eaton Place, London, S. W. I.
care U. S. Aero Service

***Sergt. Instructor Oscar A. Ahlgren**
U. S. A. S. A. P.
Rochester, N. Y.

***2nd Lieut. Clarence Bader**
2nd Batt. 1st Reg., Camp Grant

Serg. Ralph G. Banks
Hdqrtrs Co., 52nd Inf., A. E. F.

Edward Bartuska
Base Hospital
Chelsea, Mass.

Ensign James Bartuska
U. S. S. Perry, Key West, Florida

Lieut. Warren Beaubien
Co. A, 55th C. A. C.
American Expeditionary Forces

***Frank Beavans**
Co. A, 307th B'n, Tank Corps
Camp Green, Charlotte, N. C.

Harry Bensinger
Camp Eustis
Lee Hall, Virginia.

***2nd Lt. George Benson**
14th Co. 3rd C. M. G. O. T. S.
Camp Hancock, Augusta, Ga.

David M. Brenner
Detail Office Bldg, 29, Navy Yard
Philadelphia, Pa.

Sergt. Wilbur Bucher
Co. A, 62nd Engrs, Reg. T. C.
A. P. O. No. 717, A. E. F.

Hobart M. Byers
Co. C, 2nd Detachment, American
Service Corps, A. E. F.

Ensign Donald Canfield
care Naval Aux. Reserve
Municipal Ferry Term.
South Whitehall st., New York City

***Sergt. Milton Collins**
S. A. T. C. Univ. of Chicago

Donald Daegling
Battery A, 70th Artillery
A. E. F.

Lloyd Daugherty
Sanitary Dist. Squad, attached to
the 77th Division A. E. F.

Richard Daugherty

T. Cleveland Dickinson
41 South 7th Street
Minneapolis, Minn.

Sergt. Major James Dillon
Motor Mechanics
Lansing, Mich.

Ray DuBrucq
Marine Barracks
Paris Island, S. C.

Ensign Frank Duggan
Naval Officers Club
152 Riverside Drive, N. Y.

Sergt. Warren Eaton
826th Aero Squadron
American Expeditionary Forces

1st Lt. Arnold Exton-Porter
C. A. C., U. S. R., O. & T. C. No. 1
Army P. O. No. 705
American Expeditionary Forces

*Honorable Discharge

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William Wayne Farrar
(unable to get)

***Fred Fischrupp (Candidate)**
Officers Tr. School, Field Art.
Camp Taylor, Ky.

Gustave Fuss
U. S. N. T. S., Dynamo Room
Newport, R. I.

Frank Girard
Co. A, 105th Engineers
American Expeditionary Forces

***Jesse Gill**
Norfolk College S. A. T. C.
Northfield, Vt.

***Jasper Gevirtz**
S. A. T. C. Dental Dept.
Northwestern Univ., Chicago

***Milton Gevirtz**
S. A. T. C., Med. Dept.
Univ. of Mich., Ann Arbor, Mich.

***Sergt. Edward Goldrick**
8th Construction Co., B. L.
35 Eaton Place, London, S. W. I.
care U. S. Aero Service

Sergt. Frank Gullstrom
U. S. Army Base Hospital No. 101
Army Postoffice No. 701
American Expeditionary Forces

***Floyd Griffith**
Co. E, Motor Tr. School
Valparaiso, Ind.

James Griffith
Battery "D," 344th Field Art.
90th Division
A. E. F.

Lew Griffith
Medical Corps, 344th Field Art.
90th Division
A. E. F.

LaVerne Gillett
care Supply Dept.
Great Lakes, Ill.

***Nelson Gillett**
care Agt. A. A. Grant
Tampico & Freeport Oil Company
Walter Hardcastle, New Orleans,La.

Frank Greenwald
Squadron III.
Naval Air Station
Pensacola, Fla.

Roscoe Harris
Steam Engineering School
Pelham Bay, N. Y.

***Corp. Frank Hewitt**
Co. B, 16th Battery, Field Art.
Camp Taylor, Ky.

***Julius A. Hoppe**
Training Detachment No. 3
Tech. School Co. No. 3, Indianapolis

George Hornet
Co. L, Q. M. C., 306th Regt.
Camp Merritt, N. J.

Lieut. Floyd Holliday
(unable to get)

Sergt. Clement Jenkins
(unable to get)

Charles Jeffries
Co. T, 36th Inf.
Camp Devens, Ayer, Mass.

***Lieut. Charles E. Koch**
Aberdeen, Md.
U. S. Proving Sta.

George Kinzel
Co. C, 2nd P. O. D. B. Ord. Dept.
Repair Shop, A.P.O, No. 741, A.E.F.

Corporal William Kyle
7th Co., 2nd Battalion
159th Depot Brigade
Camp Taylor, Ky.

Corp. Frank Lauer
Co. 20, 1st Reg Motor Mechanics
American Expeditionary Forces

***Herman Lucke**
Co. 3, 1st Batt., 12th Reg.
Camp Paul Jones
Great Lakes, Ill.

***William Lynch**
Bat. C, 38th Art., Ft. Hamilton, N.Y.

Instructor C. Lyle Manbeck, Reg. Sgt. Major—University of Texas
Austn, Texas

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Lieut. C. G. Mackey
Base Hospital No. 118, A. E. F.

Serg. Alexander Manta
Gun Commander Battery C
64th Art. C. A. C., A. E. F.

Robert F. McMillan
Motor Transport Corps No. 309
A. E. F., France

***Cpl. John McNeill**
C. O. T. S. Band, Camp Grant, Ill.

Milford Moore
care S. S. Southery
Portsmouth Navy Yard
Portsmouth, N. H.

***Urie Moore**
Co. B, Interlaken S. A. T. C.
Rolling Prairie, Ind.

Lieut. Edward K. Newton
Med. Dept., 162nd Inf., A. P. O.
No. 727, A. E. F.

Cpl. Donald Naef
Battery B, 70th Art., C. A. C.
A. E. F.

Cpl. Richard Naef
Co. A, 309th Eng.
A. E. F.

***Cadet Thomas E. Naef**
School of Mil. Aeronautics
Cornell University, Ithaca, N. Y.

***John J. Nolan**
305th B'n Co. A. Tank Corps
Camp Green, Charlotte, N. C.

Lieut. Hoyt Ogram
Co. D, 139th Infantry
American Expeditionary Forces

Charles Pedersen
84th Div., 309th San. Train
336th Field Hosp., A. E. F.

***Bernard Pelsma**
Co. A. 342nd B'n Tank Corps
Camp Polk, Raleigh, N. C.

Charles S. Perel
Section E
Ellington Field, Houston, Texas

***Peter C. Pfeifer**
Co. M., 379th Inf.
Camp Sherman, Ohio

George Pritchard
155th Aero Squadron
35 Eaton Place, London, S. W. I.
England

Forrest D. Rex
Motor Transport Corps
Fort Hamilton, N. Y.

***Rowland E. Rowe**
Co. F, Motor Training Corps
Indianapolis, Ind.

Edward Schaaf
Division Exchange, No. 1
Camp Sherman, Ohio

Walter Schaeffer
75th Spruce Squadron
Clatsop, Ore.

Rowland P. Schaeffer
75th Spruce Squadron
Vancouver, Wash.

Fred Schaeffer
Seaman Guard, Main Station
Great Lakes, Ill.

Corp. Ray Schaub
Company H, 23rd Engineers
Army Postoffice No. 701
American Expeditionary Forces

Cpl. Albert Scholz
Hdqtrs. Co. 62nd Engs. Reg. T. C.
Reg. T. C., A. P. O. 717, A. E. F.

Walter P. Scholz
Motor Transport Corps
Ft. Leavenworth, Kas.

John Sharp
Battery A, 70th Art. C. A. C.
A. E. F.

John B. Showalter
U. S. Naval Aviation Repair Base
Eastleigh, England

Sergt. Walter H. Smith
Base Hospital Unit No. 13
American Expeditionary Forces

Cpl. Lawrence Smith
Base Hospital Unit No. 13
American Expeditionary Forces

***Candidate R. S. Springgate**
20th Tr. Batt., F. A. C. O. T. C.
Camp Taylor, Ky.

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Donald Spurrier
U S. Naval Air Station
Pensacola, Fla.

Ralph C. Swihart
189th Co., 5th Reg., Quantico, Va.

Lieut. Thomas D. Tift
F. A., U. S. R.
U. S .Army Postoffice No. 718
American Expeditionary Forces

***1st Lieut. Roy R. Tilton**
Co. D, De. Bri. Develop. Batt. No. 6
Camp Sherman, Ohio

James Wainwright

Lieut. Wells

William Wilson
4th Pioneer Inf. Band
A. P. O. 762, A. E. F.

*Honorable Discharge

WITH OTHER BOYS IN SERVICE

Gene Putnam was gassed with mustard gas on October 20, but he is well and feeling cheerful.

Terrence Canner, a member of the Twelfth Field Artillery, was severely wounded just before the armistice was signed, according to a telegram sent to his parents from Washington.

Harry O'Hara was listed as missing for a long time. What had been his fate became known upon his release by the Germans from Camp Raslatt. He had been captured while in the act of aiding three wounded American soldiers.

Erwin Driscoll, in a machine gun battalion was wounded on October 23, according to an official notice sent to hs sister. Ed Grady, who saw this fellow over there says of him: "This boy has certainly some thrilling experiences and when he comes back all Whiting will have to hear his story."

Harold F. Dunning, with the 72nd Aero Squadron, writes from near Verdun that the boys are filling up the trenches and that is a sure sign that the war is over.

Lieut. Chas. D. Gainer visited his home the last part of November. He is the proud father of a baby boy.

Alfred Johnson, in the tank service, now stationed at Camp Merritt, New Jersey, spent the holidays at his home and has returned to camp, expecting to be discharged shortly.

Warner Sutherland has been given an honorable discharge from the service and has arrived home.

Alvin Eaton has been working at the South Chicago shipbuilding yards and has been given an honorable discharge from the U. S. Navy.

Dewey Templeton, formerly with the cavalry at Douglas, Ariz., has been transferred to San Antonio, Tex., as Military Police.

Frank Kowalski has been given an honorable discharge from the U. S. Army and is back on the job at Ritter's drug store.

Earl Etter, stationed at Galveston, Tex., spent 15 days visitng at his home in Whiting, and has returned to camp.

Herbert Brown, now stationed at Hampton Roads, Va., spent a furlough at his home.

Fred Vogel, now stationed at Fort Benjamin Harrison with the Motor Transport Corps, is awaiting orders to accompany a train of trucks east.

Albert Gavit, having been called into service at Washington, has been discharged and is now in Indianapolis, as clerk in the Appellate court.

Martin McNamara, who has been stationed at Valparaiso, Ind., in the Motor Transport Corps, has been given an honorable discharge.

Leslie Miles has returned to Phila. Navy Yard after spending a few days at his home in Oliver street.

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Harry Hoskins of Whiting left for Annapolis, Md., to resume his studies at the Naval Academy.

Dan Prochaska, when last heard from, was with the dental department of the army in France.

Thomas Kauchak, former mail carrier, now with the Motor Transport Corps, is stationed at New York.

Sgt. Earl F. Moore, with the 6th Reg. Engs., writes that he expects to sail for this country in a short while.

Roy Moore, now stationed at Camp Lee, Va., is expected home in a day or so, having been given an honorable discharge.

H. B. Sawyer, formerly of the Whiting Garage, has been given an honorable discharge at Camp Wadsworth, South Carolina.

James McCarthy has been given an honorable discharge from the U. S. Army. He was in the tank service at Camp Raleigh, N. C.

Mike Palyo of Robertsdale has been given an honorable discharge from the army. His brother Frank is home from Camp Taylor for a few days furlough.

Lloyd Gregory, former Whiting mail carrier, now with the American Expeditionary Forces, having spent considerable time in the hospital, is reported getting better.

Joseph Hruskovich has been given an honorable discharge after 3 months service at Camp Taylor, and has again resumed his duties as assistant cashier at the Central State Bank.

Louis (Spud) Gallagher, now with the 15th U. S. Cavalry, when last heard from was on his way to Berlin. Spud was formerly a runner or messenger between the different troops.

James Stewart, a member of the 152nd Infantry, 38th Division, saw quick service after arriving overseas early in October. The division did not see service as a whole, but the 38th and 84th divisions were sent into the Argonne Forest, where the men were used as replacement units, filling in the gaps in the various regiments where the men had been wounded or killed.

Watch the slide at the Princess for Owl Club doings.

Lieut. Giles W. Gray has returned to Fort Sill, Okla., after having spent his furlough with friends here and relatives in Chicago.

Lieut. Bleeker Miller has been discharged from the service at a southern camp and will resume his position at the Standard Oil Co.

Sergt. Emil J. Dexter has been transferred from the 81st F. A., A. E. F., to Hdqtrs. Embarkation Camp No. 1, Base Section No. 1, A.P.O. No. 701.

Reg. Sgt. Major Cecil O'Keefe is training pilots at Rahancourt, France, with the 185th Aero Squadron. Cecil is the son of Jack O'Keefe, our popular caterer.

John J. Duffy, in the 15th Co., 6th Machine Battalion, U. S. Marines, A. E. F., is probably with the Army of Occupation in Germany. In his cablegram in November he reported everything o. k.

Gerald Harper, who is on the Destroyer Dayton, which has just reached Charleston Harbor, Mass., from service on the other side, has wired his parents that his expected furlough has been postponed until Jan. 30th.

Edward C. Grady, the popular K. of C. Field Secretary with the A. E. F., was in Brest, France, the day before President Wilson arrived. He met Eugene Grogan and Alex. Conners there, both in their navy uniforms. Alex. is with the land ship S. S. Carola with three other entertainers. They have twenty-five different acts and travel overland in France, entertaining the boys. Ed came back on the George Washington, the President's boat, beating Gene Grogan home.

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HAS AN OWL A TALE?

Watch for the next Owl Club Minstrel show.

Watch the slide at the Princess for Owl Club doings.

Sergt. Alex. Manta at present writing is homeward bound.

Cpl. Frank Lauer hasn't moved from France yet. But we think he is following old Bill Hollenzollern.

We haven't had any news from James Wainwright lately. What is the trouble, Jim? Your wife?

The last news from Lieut. C. G. Mackey was to the effect that he was leaving Bordeaux for the interior of France.

Sgt. Edward Goldrick tells us that Whiting has lost all of its speed. Wonder what he has been doing in England.

Lieut. Napoleon Exton-Porter is all packed up, waiting to return as soon as he receives orders. You can't get back too soon, Ex.

Melville Brenner has returned to Philadelphia after spending a six-day furlough. Hope you will be with us to stay, soon, Melville.

Walter and Rowland Schaffer do not expect to be released for another month or so. Until then they will continue to cut spruce.

Edward Schaaf was home during the Christmas holidays. Eddie enjoyed himself immensely while on his furlough. Where were you, Eddie?

Corp. Mat Adley will be discharged from the service as soon as he is released from the hospital at New York where he underwent an operation for appendicitis.

Chas. Perel, who is at Ellington Field, was home recently to visit his parents and Whitingites. While on his furlough his mother passed away. The club members extend their sympathies in his recent bereavement.

Cpl. Bill Kyle expects to be with us soon. How soon, Bill?

Gus Fuss has returned to Newport, R. I., after a short visit with his parents.

To Ralph Swihart and John Showalter—We are anxiously awaiting some news.

Lawrence and Walter Smith continue to do good work with the Base Hospital No. 13.

Roscoe Harris has left New York for Europe and on his return he will probably receive his commission as Ensign.

Lieut. Beaubien, Co. A., 55th C.A.C., is on the Embarkation list and will soon be home. His Christmas box arrived safely.

F. C. Fischrupp, who is now visiting his parents at Charlotte, N. C., will be with us in the near future. We wonder what the reason can be.

Sergt. Warren Eaton, with the 3rd Army, near Coblenz, Germany, is repairing captured German planes. He was in Paris on furlough when President Wilson arrived there.

Robert F. McMillan writes from Base Hospital No. 17, Dijon, France, where he is ill with Spanish influenza, that he has been transferred to the Motor Transport Corps and has been hauling ammunition to the infantry and artillery at the front. He will not get back for some time, as he has a lot of salvage work to do.

The following boys are now at home, having received their discharge from the service: Oscar Ahlgren, George Benson, Fred Fischrupp, William Gondon, Edward Goldrick, Nelson Gillett, Julius Hoppe, Herman Lucke, William Lynch, Thomas Naef, Peter C. Pfiefer, R. S. Springgate, Roy R. Tilton, Rowland Rowe, John J. Nolan, Frank Beavans, Floyd Griffith, Urie Moore.

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Lieut. Thomas D. Tift has been transferred from the Field Artillery school to active service.

Cpl. Wm. Kyle, stationed at Camp Taylor, has charge of the discharging of men from the service in the personnel dept.

LaVerne Gillett of the Great Lakes spends every other Saturday and Sunday home, and he expects to get his discharge soon.

Reg. Sgt. Major C. Lyle Manbeck is an instructor in the theory of flight and wireless telephony at the University of Texas, Austin, Texas.

Lieut. Newton, Lieut. Wells, Lieut. H. G. Ogram, Ensign Jim Bartuska, Jim Wainwright, William Farrar, Charles Pedersen, Lyle Manbeck, Harry Bensinger, please write!

We acknowledge receipt of letters from Frank Gullstrom, Albert Scholz, Walt. Schaeffer, John Sharp, Jim Griffith, Lew Griffith, D. Naef, A. Exton, Bob Gardner, Don Daegling, Chas. Perel, Geo. Kinzel, and Ralph Banks.

The Owls have good material for a second team, the Polarines, with such men as Morrison, Louis Moore, Bud Griffith, N. Kundrat, Carl Vater, J. Gevirtz, Bill Lynch, Walsko, Fraley, Swain, Sugar and Nederer.

Donald Spurrier is at Pensacola, Fla., in the Naval Air Service. He will stick until he gets his commission as Ensign. He recently flew from Pensacola to Key West where he met Ensign James Bartuska. He spent a short furlough in Whiting in December.

Ensign James Bartuska, U. S. S. Perry, is home on furlough for 15 days. He has been on convoy and patrol duty between Norfolk, Va., and Key West, Fla., protecting coastwise shipping. Two weeks in April and all of May were spent in patrol duty at Panama Canal. Jim has his Gold Service Stripe for six actual cruises on high seas during time of war. His boat is a torpedo boat destroyer.

Watch the slide at the Princess for Owl Club doings.

Edward Schaaf is Auditor of the Canteens at Camp Sherman.

Wait until Count Nolan and Deacon Beavans get into their civilian clothes again; they ought to be able to show their former speed.

Lew and Jim Griffith are in Germany with the 90th Division in the Army of Occupation. They are busy winding the watch on the Rhine.

Owls — When coming home from Europe call Ensign Duggan, our New York correspondent, at any of the phone numbers he gives on page 23.

Gube Bart says he was glad that Bro. Ed didn't stay long that last time he was home. He claims Ed never comes home except when he is hungry. "Boys, how that guy can eat!"

Wilbur Bucher and Abbie Scholz are showing the French some American railroad methods. They say the French rolling stock looks like a set of toys compared with the American.

Ralph Banks, with the 6th Division which has been fighting in the Vosges Mountains near Munster and Colmar, writes from Fort St. Menges, Langres, France, that he is in good health and spirits and completely re-outfitted.

Arnold Exton-Porter has solved one of the problems of the entertainment committee by securing the services of the "Clown Prince" at an enormous sum of 30,000 kopecs, ($1.50 American money) for one evening. Keep your hands in your pockets, boys.

The hostilities of the world war ceased at the eleventh hour on the eleventh day of the eleventh month of the year.

The finest thing about a war is the the end of it.—Detroit News.

Big Bill has quit Germany, but a big bill remains.—Brooklyn Eagle.

C 27492

IN MEMORIAM

The noble and patriotic sacrifice of these Whiting dead will always be remembered by us.

GEORGE CHIGAS
Died in France
October 15, 1918

JAMES DILLON
Died in Chicago, Illinois
November 3, 1918

JULIAN TRUTH
Died at Camp Taylor, Kentucky
October 6, 1918

FRANK O. GIRARD
Died in France
December 5, 1918

WALTER KLEIBER
Killed in Action, France
July 15, 1918

JOHN SANTA
Killed in Action, France
July, 1918

THEODORE SCHAEFFER
Died at Great Lakes, Illinois
September 30, 1918

MICHAEL STEPICH
Died at Camp Taylor, Kentucky
March 14, 1918

GEORGE M. STOLL
Killed in Action, France
October 10, 1918

KARL WELSBY
Died at Fort Houston, Texas
July 27, 1918

IRTELL WILLIAMS
Died at Aberdeen, Maryland
October 15, 1918

MARCUS WOODWARD
Killed in Action, France
November 10, 1918

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FRANK OSCAR GIRARD

Obituary

The armistice having been signed, and being on the verge of returning home, a new struggle began for Frank Oscar Girard. Pneumonia took its hold upon him and he was taken to a French hospital for treatment. The struggle was too great, and in the evening hour on December 2, 1918, he passed away. Simple, but truly military services were held for him and he was laid to rest in a little cemetery not far from the battle front, where only a few weeks before he had for months endured without fear the horrors and dangers of war.



FRANK OSCAR GIRARD

Frank was the youngest son of Mr. and Mrs. G. L. Girard, having been born to them in Whiting February 23, 1894.

He was a graduate of Whiting high school and Chicago Technical College, and was employed at the Standard Oil Company at the time of his entrance into the army.

He was among the first Whiting young men to answer the call to arms. He reported to Camp Taylor, Ky., on September 17, 1917, and it was at that place he learned his new duties. Frank was assigned to the 105th Engineers, Co. A, which left for France in May, 1918, as a part of the famous 30th Division of the Second Army Corps.

Frank was fond of sports and he had the salient features of a great athlete. He was a player on the championship high school basket ball team and was also a sprinter on the school's track team. On becoming a member of the Club, after completing his high school course, he became a player on the Owls baseball and basket ball teams.

While in school he was prominent in its literary and social organizations and he held several offices. As a member of the Bricklayers' Union he was also very active, and to the affairs of our city he gave his thoughts and labors. But characteristic of all his achievements, no one ever heard him speak ill of them. Whenever he was given a compliment he would merely smile, a smile that showed that its source was in his heart.

He was married Nov. 24, 1917, to Miss Blanche Bucher of Whiting Ind. Frank's life was short, but he achieved so much in his time that his wife, parents and friends should not feel that his life was incomplete.

His contribution to mankind will always be remembered.

He cultivated a high sense of honor and obligation to the world.

He had clean thoughts.

He was industrious. He was tenderly thoughtful of others.

Frank has left a splendid record for the consolation of saddened and loving hearts.

C 27494

OF GENERAL INTEREST

Due to an oversight, news of Mr. J. A. Gill's death failed to appear in our last issue. He died in Chicago last June 13th as a result of serious throat trouble. Funeral services were held at the home on Oliver street and also at Cleveland where he was laid to rest. The Masonic lodge conducted the services at both places. Mr. Gill was general superintendent of the East Chicago plant of the Sinclair Refining Co., and was largely responsible for its rapid construction and development.

Mrs. Rachel Perel of Chicago, mother of Charles Perel, was seriously ill with influenza pneumonia. Charles was summoned from Ellington Field, Texas, where he is in the aviation section of the army. His furlough was lengthened when she passed away on December 7 at the Englewood Union hospital as a result of her illness. After his mother's burial Charles returned to his unit.

James Dillon, aged 24, having completed his motor mechanic course at Michigan Agricultural College, was assigned to Waco, Texas. While passing thru Chicago he became sick and died of influenza. He was formerly captain of the club basket ball team.

Mr. Charles Adams, who was formerly a chemist here for the Standard but was lately located at Franklin, Pa., has passed the Great Divide to the sorrow and regret of his many Whiting friends.

Miss Anna Stover, who has been suffering for a long time with tuberculosis, passed away early on New Year's morning. The funeral services were held from the family home on Ohio avenue. The sermon was preached by Rev. M. C. Wright, who was pastor for several years of the local M. E. church.

From The Lamp, Bayonne, N. J.

"Mr. E. M Clark, who has joined our forces as a member of the Manufacturing Committee and General Manager of the Bayway Refinery, is a graduate of the Standard Oil Company, (Indiana) and one of the foremost authorities on pressure stills in the country. Mr. Clark began his career as a railroad man, but early concluded that railroading was not his life work, which was a fortunate circumstance for the oil business. He learned the operations of a refinery through actual experience, from the ground up, beginning in 1891 as a clerk in the Standard Oil Company (Indiana) and passing through successive stages of clerical work and varioous positions in the plants until he was finally called to the responsible task of constructing the Company's Wood River Refinery."

Board of Directors of Standard Oil Company (Indiana)

The death of President Lauren J. Drake of pneumonia on October 10, 1918, made necessary another change in the directorate of the Standard Oil Company (Indiana).

Col. Stewart was elected chairman of the board of directors and Dr. Wm. M. Burton was elected president. The other directors are Seth Drake, H. S. Morton, C. D. Gano and G W. Stahl.

Dr. Burton was one of the organizers of the Owls Club and has all these years been the patron saint of the Club.

The Standard has plans under way for the construction of a tremendously large steam plant, in fact, one of the largest in the country. It will contain twenty 1,000 horsepower Vogt boilers with a full load capacity of 40,000 horsepower. The coal pit is already completed, in size being 200 ft. wide, 1,000 ft. long, and 25 ft. deep; and has a capacity of over 125,000 tons of coal.

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It is interesting to know also that the officials are planning on additional stills, six stanolite, fourteen reducing, six korite, and a number of pressure stills.

Other improvements are an extraordinary big storehouse and a deep sewer to empty into the canal.

The new refrigerating plant which has been under construction for some time is nearing completion, and when in full operation will have a capacity of 400 tons daily.

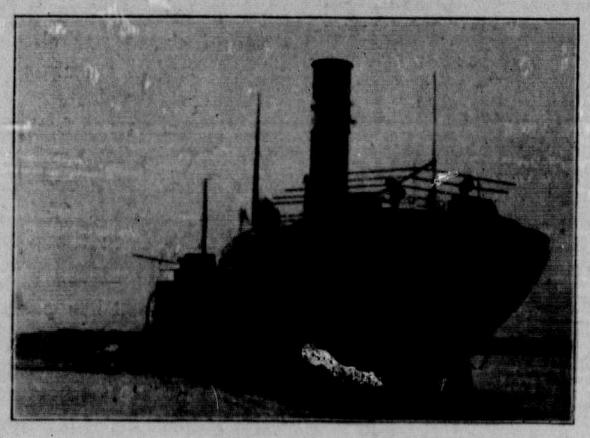
Whiting has a new police matron in the person of Mrs. Emma C. Beale of Indianapolis. Mrs. Beale is a pleasant and charming lady to meet and we know she will produce worthy results. Her son, who is in the army, will make his home with her here upon his discharge from the service.

What could be more fitting as a celebration of the twenty-fifth anniversary of the club than a stag? It was held at the club on Saturday evening, November 15th. Several bouts were staged, and the same were interspersed with songs by Harry Scott. Several talks were given also by the officers and older members, and they all sounded the keynote for a greater club.

The Liberty Guards held a stag at the Oddfellows Hall on the evening of January 11. All the men appeared in their uniforms, and after an enjoyable time they decided to discontinue meeting until April.

Major Thomas F. Ryan, who wrote us that letter of congratulation which appeared in the last issue of the OWL, and who was in charge of United States Army recruiting in Indiana, has been assigned by the war department as military advisor and instructor inspector of the Indiana National Guard in the office of Adjutant General Smith.

The boys overseas and those who have been away for some time will be surprised on their return to note how the swamps and wastes between Whiting, East Chicago, and Indiana Harbor have developed into thriving industrial centers surrounded by an abundance of small homes of excellent architecture.



The Steamer Wm. P. Cowan

The latest addition to the Standard Oil Company (Indiana) fleet, the Wm. P. Cowan, is 435 ft long, 55 ft. wide, and 28 ft. deep. The estimated capacity is 52,000 barrels (50-gal.). It was built by the American Shipbuilding Company at their Lorain, Ohio, yards, and was commissioned early in 1918. Captain C. D. Brown is in command and T. W. Laing is engineer.

C 27496

WHITING SOCIETY

Wallace-Wainwright

James B. Wainwright and Miss Cecil Wallace, both of Winchester, Ill., were the principals in a military wedding on September 16th, at the home of the bride's parents. After a brief honeymoon, Mr. Wainwright left for Camp Dick, Texas, for further training in the art of flying, which service he entered in June. Mrs. Wainwright is socially prominent in Winchester and a teacher in the public schools. Mr Wainwright has been an active member of the Owls Club for two years, and was employed in the Standard Oil Company's drafting rooms.

We hope Whiting will be the future home of the Wainwrights after Mr. Wainwright has been discharged from the service.

Ingraham-Etter

Harry Etter and Ella Johnsen Ingraham were quietly married in Chicago January 19. Both Mr. and Mrs. Etter are well known, as both have been raised in Whiting. They will make their home with Mrs. Etter until spring. The Owls Club wishes them all happiness.

Harders-Nugent

Charles J. Nugent and Irene Elizabeth Harders were married in Chicago on Saturday, December 21st, 1918.

They will be at home at 624½ York Place, Chicago.

Mr. Nugent was a member of the Owls Club for several years while employed at the Standard Oil Company main office. The Owls Club wishes them every happiness.

Holliday-Etter

Earl William Etter and Miss Marie Holliday were united in marriage in Chicago on the 20th of December. Mr. Etter, who is in the United States Marines, left immediately for Galveston, Texas. His four years enlistment expires in May.

Both are well known Whiting people and on Mr. Etter's return will make Whiting their home.

Mr. and Mrs. R. E. Greenburg announce the birth of their son Roland Edwin, born the sixth day of January, 1919.

Lieut. and Mrs. Roy Tilton, who have been visiting the latter's mother and sister at Gas City, Ind., since the former was discharged from Camp Sherman, Ohio, have returned to Whiting and are at present at the home of the former's parents. Roy has accepted a position with the Standard Oil Company, and will of course become a member of the Club again.

Richard Springgate and wife have returned from a visit with the former's parents in Liberty, Mo., and will make Whiting their future home.

Prestly Neville and wife and daughter of Point Richmond, Cal., were visiting with friends here. He still thinks Whiting is a pretty nice place, as he comes back here at every opportunity.

Mr. L. H. Mattern and daughter Louise spent the holidays visiting in New York and in Pennsylvania. While in New York City they visited with Roscoe Harris, an ex-club member.

We are glad to welcome an old friend as a member of the club in Waldo Jennings, who is now employed at the Standard Oil Company's plant. He and his wife will make Whiting their home.

Mr. and Mrs. Ralph White have returned to Whiting after a few years in Detroit. Mr. White is employed in welfare work at the Standard Oil Company's plant.

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HISTORY OF THE OWLS CLUB

By Thos. S. Boyle

To write something of the history of the organization of the Owls, carries one back to the days when Whiting was a new town in the making.

There was in these early days a lack of social life and the young men who came here to work for the Standard Oil Company found themselves amid surroundings, outside their business hours, that were not conducive to their comfort and peace of mind.

The town of Whiting was built on a ridge of sand, and the first homes built were hot in summer and cold in winter, and the young men who were "roomers" and not "boomers" found conditions very much unlike the old homes they left behind.

As the four walls of his room does not hold all that a healthy, vigorous



young man craves for after working hours, these young fellows, most of them away from home for the first time, found themselves, when the nights were cold and their rooms likewise, with fellows of their kind, hanging out in barber shops and poolrooms until closing time, and then to their rooms.

After the construction work at the Plant was finished and the Refinery was in operation the Officials of the Standard Oil Company kindly allowed the boys to use the office buildings for their place of nightly meeting, and those of the "Boys" who are still in the service look back over a stretch of twenty-five to twenty-eight years and remember no favor more highly appreciated.

In the good fellowship that grew out of this informal club was born the desire to have a meeting-place and club rooms in the center of town near the boys' rooming places, and so in November of 1893 the Owls Club was organized and still lives, a home for the young man away from home and a center of the social life of the town.

"The Boys," as they are familiarly known to each other, are now widely scattered, but their fond remembrance brings to mind the early days of the Owls Club, and the days before, when they met in social good fellowship and helped to make Whiting a better place to live in. Hail to your memory! you goodfellows who founded the Owls Club, and the sentiment that lingers with us of the old timers who remain, towards you who have gone, is fittingly expressed by the Hoosier poet when he says:

"It seems to me now
That then the world had a jollier time
Than it will ever have again."

The message of the present membership to that of the past is that they will continue the good work you began, so that in years to come the membership of a greater Owls Club will hold their memory no less dear.

C 27498.

CLUB NOTES

Committees Activities

At an election of officers held Sept. 24, 1918, Mr. R. M. Andrus was elected President; Mr. O D. Lottinville, Vice-President; and Mr. Al Meldahl, Secretary and Treasurer.

The following directors were elected and the appointments made:

C. C. Craswell, House and Grounds.
Lyle Dunning, Case and Restaurant.
R. C. Curtis, Publicity.
R E Green, Athletics.
James Judson, Membership.
D. J. Paskweitz, Entertainment.
Harry Glair, Music, Magazines, Records and Shows.
John R. Fischrupp, Billiards and Pool.

A report of their activities is as follows:

HOUSE AND GROUNDS

C. C. Craswell

The Club has been re-decorated and repaired from basement to attic.

A reading room has been set aside for those studiously inclined.

A $250,000 clubhouse is a possibility which we wish to make a reality. Several prominent people are working in the club interests to hasten the event.

CASE AND RESTAURANT

Lyle Dunning

New brands of candy and cigars have been provided for sale at reasonable prices. The holiday sales were very satisfactory.

PUBLICITY

R. C. Curtis

Write-ups are made of all club happenings of interest to the public and of all athletic contests. The OWL magazine has reached a circulation of 725 copies per issue. It is sent free to the boys in the service. A slide has been provided at the Princess to advertise all the games.

ATHLETICS

R. E. Green

An unusually strong aggregation of basketball stars has been put on the floor. Harry Frieling will be no longer with us. He has been appointed general manager of all the Wilson & Company rendering plants, with his office in New York City.

William J. Feeney, assisted by Bill Finn, will probably lead the team. He will have with him such men as the Pressler Bros., Pond, Egan, Cochrane, Griesel, Sugar, Gevirtz, Weiss, Johnson and Elliott.

The scores to date:
Owls, 36; Bloomington Y.M.C.A., 21.
Jan. 1—Owls, 56; Univ. of Chi., 13.
Jan. 3—Owls, 31; Univ. of Chi., 16.
Jan. 11—Owls, 47; Streator, Ill., 21.
The games in the future:
January 18—Fairies, at Beloit.
January 24—South Bend A. A.
January 25—South Bend A. A.
January 31—Em-Roes.
February 1—Em-Roes.
February 6—LaPorte Y.M.C.A.
February 8—Northwestern Univ.

Dates Undecided — Detroit Rayls, Dayton Triangles, Y. M. O. Detroit, Camp Grant, Great Lakes, and I.A.C., if they pick up courage to meet us.

MEMBERSHIP

James Judson

There are 110 members on the active list at present and a by-law has been passed limiting the membership to 200. The membership including the boys in service who have withdrawal cards is now 184. Thirty new members have been accepted under this administration.

ENTERTAINMENT

D. J. Paskweitz

Three parties are given each month, a stag, a card party, and a dance. These have been well attended and

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have enlivened the social life of the town. A Thursday afternoon for ladies will soon be inaugurated.

MUSIC, MAGAZINES, RECORDS AND SHOWS
Harry Glair

New magazines and Victrola records are constantly being added for the recreation of the members.

The show to be given soon will be under the management of those who have led university Mandolin and Glee Clubs as well as Musical comedies presented by the University students.

BILLIARDS AND POOL
John R. Fischrupp

The billiard room is now run on an efficient basis.

There will be a pool tournament the last of January lasting about two weeks. A billiard tournament will follow.

The following men were taken into the Owls Club at the regular meetings:

October 15th — Ray Zimmerman, William Vogel, Harry Moore, C. R. Ewing, Edw. Nichols, E. C. Herthel, Christ Voldr, Russell Smith, Milton Sugar, A. C. Lighthall.

November 5th, 1918—Carl Vater Nicholas Kundrat, Merrill Adams.

December 10th—Max Jester, J. E. Brinker, William Walker, Morris Neterer, Richard Turley, Russell Wilkinson, W. B. Jennings, R. E. Greenburg, Lawrence Fraley.

January 7th, 1919—M. J. Ritter, Roy C. Walker, Kenneth Turley, A. W. Judson, E.J . Schaeffer, M. G. Paulus, Charles Patten, C. B. Fogli.

Johnny Manta, the club comedian, entertains the boys every once in a while. We wonder where he is the rest of the time?

Watch for the next CLUB minstrel show, which will take place in the near future. Jazz string band 'n everythng.

Rowland Rowe seems to be thinking a great deal of the matrimonial game. It is somewhat harder than basket ball, Rowland, but brace up, old boy, the first hundred are the hardest.

Does any one know whether or not Lew Griffith has had that basket ball argument with the Kaiser?

Among our almost army men are the following: Robert Curtis, Major (?) Fetterhoff, John Fischrupp, John Manta. The Kaiser must have heard of the coming soldiers, hey, boys?

Who said the "has-beens" can't come back? They gave themselves away New Years Eve.

Harry Glair has started the ball rolling on the coming minstrel show, and will be assisted by John McNeill.

Edward Goldrick, who has returned form overseas, can be found very little at the club. Who knows what dugout he now occupies?

Capt. T. S. Cooke of the Liberty Guards, has several occupations, you should hear him make that ukelele ring, sing, 'n everything.

Bill Johnson will be released from the Great Lakes January 8th, and will surely be a welcome member of the basket ball five, as he expects to locate here.

Harry Freiling is now located in New York City, and we were surely sorry to lose Harry as a basket ball player, but we are pleased to hear of his holding the responsible position to which he has been assigned. In one of his letters to Bo Andrus he said, "I have turned over the keys of basket ball to Bill Feeney with instructions to make a winning team for the Owls." Billy sure will.

Count Nolan and Deacon Beavans are with us again, boys; and are all dressed up in the uniform. They both look swell, but poor Count evidently does not look swell enough to be sitting in the Hudson Super-Six around Oliver street. Tough luck, Count, you will have to wait until she comes home from school.

C 27500

All fellows passing thru New York City please call:

Residence, Schuyler 2673.

Office, Sunset 8100 (Extension 140).

Emergency, St. Nicholas 9860 (Apartment No. 42).

These phone numbers were given by Ensign Frank Duggan while on his recent furlough.

Roscoe Harris is also in New York, and can be found at the Alcazar, 43, 45, 47 West 32nd street,

The directors meet every week on Tuesday evening at seven o'clock, and a general meeting of the entire club is held on the second Tuesday of each month.

We had a card from W. F. Brunner, Jr., manager of the New York Nationals. He wished all the club "Good Luck." We hope to secure a game with them again. If we do, it will not be 111 to 40 in their favor this time.

Now all the fellows know why Harry Etter was quizzing Bill Aldie on how to go about getting a marriage license, and how much it would cost. Good luck to you, Mrs. Etter, and to you, Harry, and don't get downhearted because the boys are looking forward to the big party they are going to have on your big brother-in-law and yourself.

While we are thinking of parties we would like to remind Vater, Kyle, Wainwright, Scholz, and Tilton that they will have to take the boys out and "do their bit" all over again.

"Giddy-up, Napoleon"(Exton), we'll lay for you, too. Ross Harris, kindly take cognizance.

We will all have to agree that Doc Timm was right in his argument with Bo Andrus and Art Gladden. Bo claimed that his boy was the youngest basket ball fan the Owls had, while Arthur argued that Horace was. Doc comes along and says that his boy is the youngest. You are right, Doc, we all saw Harry, Jr., at the Chicago U. game, and he was hollering his head off for the Owls.

Watch the slide at the Princess for Owl Club doings.

The New Years dancing party and banquet was attended by 55 couples. The Grand March was started by our President, Mr. Andrus and wife, at 9:30 p. m. The glad New Year was ushered in with horns, tin pans, and noise makers of all kinds. The banquet was held from 1:00 a. m. till 2:30 a, m., and our president acting as toastmaster responded to "Our Boys Away." There was dancing till the wee sma' hours in the morning.



119th STREET
WHY NOT ROOSEVELT OR PERSHING AVE.?

Social Calendar for the month of January:

January 10—Pinochle Party.

January 15—500 Card Party.

January 24—Dancing Party.

Social afternoon for ladies every Thursday.

Watch the slide at the Princess for Owl Club doings.

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WITH PASTE POT AND SHEARS

That Flu Stuff

If you have a tummy-ache,
It's the Flu!
If you're weary when you wake,
It's the Flu!
Is your memory off the track?
Is your liver out of whack?
Are there pimples on your back?
It's the Flu!

Are there spots before your eyes?
It's the Flu!
Are you fatter than some guys?
It's the Flu!
Do your teeth hurt when you bite?
Do you ever have a fright?
Do you want to sleep at night?
It's the Flu!

Are you thirsty when you eat?
It's the Flu!
Are you shaky on your feet?
It's the Flu!
If you feel a little ill,
Send right off for Dr. Pill,
He will say, despite his skill:
"It's the Flu!"

He won't wait to diagnose,
It's the Flu!
Hasn't time to change his clothes,
It's the Flu!
For two weeks he's had no rest,
Has no time to make a test,
So he'll class you with the rest—
It's the Flu!
—Cincinnati Enquirer.

After Crossing the Bar

"That's how we do things in the Army, said Tommy pointing to a news heading which bore the words, "Five Hundred Germans Drowned in Champagne." "Got nothing to beat that in the Navy, I'll bet."

"Oh, haven't we?"retorted his salior friend. "My lad, that's nothing to get excited about—nothing at all. In that last little affair along the Belgian coast we sank three German submarines in port!"—Tit-Bits.

Draught Broken

Two Jews were on a journey on a hot summer day. "Have you anything with you, Matthias?" asked one.

"Yes, a bottle of wine; what have you, Moses?"

"Dried tongue.'

"Good, we'll divide our provisions."

Matthias produced his wine and it was divided. Then he asked his fellow traveler to bring out his provisions.

"I," said Moses.

"Why, yes, the dry tongue you said you had."

"I haven't got one now," was the cool reply.

Birds of A Feather

The socialist is a rooster,
The pacifist is a hen;
They'd rather strut and sputter
Than do their bit like men.

"We had to stop our little girl from answering the front door bell."

"Why?"

"The other day when Ensign Duggan came to call on our eldest daughter, he was dressed in his white uniform, and when the little one opened the door and saw him she immediately called upstairs:

'Ma, how much bread do you want today?' "

One dusky citizen was in uniform, the other clung to his civilian garb and railed against the draft.

"I ain't agoin'," he asserted, "and no one is goin' to make me."

"Niggah." replied the other, earnestly, "If Mr. Woodrow Wilson wants you, you got to go. That man just took an hour of daylight from God Almightly. Then he took all the railroads from white folks and give 'em to his son-in-law. What chance has you got?"

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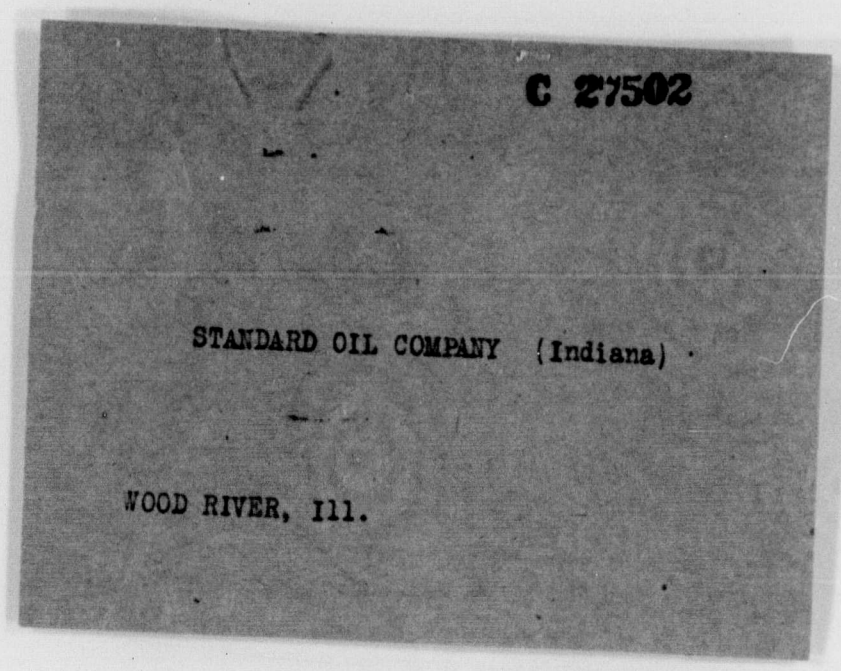
C 27502

STANDARD OIL COMPANY (Indiana)

WOOD RIVER, Ill.

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WOOD RIVER, ILL.

ARTICLE I

Rule 1. Eight hours shall constitute a days' work-except Saturdays, from May 1st to Oct. 1st, when work shall cease at noon, and all work on Saturday afternoon shall be paid at the rate of double time.

Rule 2. All overtime shall be paid at the rate of double time. Whenever it becomes necessary to reduce the force the oldest men in service shall be retained, seniority and competentsy to govern.

Rule 3. All Sundays and Holidays to be paid at the rate of double time. This includes New Years Day, Washington's Birthday, Decoration Day, Fourth of July, Thanks iving Day and Christmas. When any of the above Holidays fall on Sunday, the day observed by the State or Nation,or by proclamation shall be considered a Holiday.

Rule 4. Overtime shall be paid on Labor Day at the rate of three (3) hours for one (1) hour's work.

Rule 5. Any employee requested to work during the regular meal time shall be allowed twenty minutes to eat their meals and be allowed double time for regular meal time.

Rule 6. No employee covered by these rules shall be laid off to equalize time on account of having worked overtime.

ARTICLE II.

Rule 1. No employee covered by these rules shall be suspended or dismissed without just or sufficient cause; if after proper investigation it has been found that he has been suspended or dismissed without just or sufficient cause, he shall be re-instated with full pay for all time lost. The investigation to be held within five days after the suspension or dismissal, and at a time convenient during working hours to the officials in charge.

Rule 2. Should any employee believe he has been unjustly dealt with or provisions of the Rules under which he is working be violated, the Local Committee shall first endeavor to adjust same with foreman; and if not adjusted, the Committee affected may appeal to the highest Local Official of the Standard Oil Company.

Rule 3. A conference between Local Officials and Local Committees for adjustment of business arising under these rules may be held by Appointment at a time during working hours convenient to Officials in charge.

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Sheet #2.

Rule 4. It is agreed and understood that employees quitting their work on account of differences arising locally between Officials and themselves without first referring the matter to their representatives and the proper representatives of the Company, shall be deemed sufficient cause for dismissal. The Company will not discriminate against any Committee who may, from time to time, be elected to represent the employees covered by these rules.

ARTICLE III.

Rule 1. Boilermakers' work shall consist of all laying-out, flanging and fitting up of all steam, oil,water and air tight work of sheet,iron or steel of 14 gauge or heavier, of all riveting, chipping, caulking,clipping and patching, inspection of all said work, all tube and flue work on both ends,drilling, stay bolts, tapping of all holes, running in, setting,cutting off and driving of all bolts, and rigging of all fire doors, excepting air apparatus; handling of all eye beams, channel iron and angle irons,also erection of same, removing of all studs in all boilers, stills and tanks pertaining to Boiler-makers' work; the running of all rollers, air hammers and air motors in Boiler-makers' work. Alsc running a pneumatic punch and electric welding. This rule to be construed to mean that when Boiler-makers are using air machines or automatic tools, electric welding, they shall be allowed sufficient card help to operate same.

Rule 2. Men when sent out to work away from the shop shall receive all expenses, the company to pay for smae, and all overtime on such work shall be paid at the rate of double time.

Rule 3. Men called to work after hours in force shall receive no less than five (5) hours for call.

Rule 4. Boiler-makers' Helpers'Work shall consist of striking all all handle tools and all bars, holding on, heating of all rivets, running of shears, and both hand and power punches; also cutting and handling all tubes and flues.

Rule 5. All Boilermaker, Riveter or Helper filling a higher position for temporary service shall receive the rate applying to such higher rate position for the entire time.

Rule 6. Any work not specified nor covered in these rulles that has heretofore been done by Boilermakers and their Helpers shall be continued to be done by them.

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SCALE OF WAGES.

Flangers::::::::::::::
Boiler-makers:::::::::
Rivetors::::::::::::::
Helpers:::::::::::::::

This agreement shall be effective April 16th, 1918, and shall continue in force, and no portion of same be revoked without thirty (30) days written notice in advance from either party mentioned herein.

Local No. 483 of the International Brotherhood of Boiler-makers, Iron Ship Builders and Helpers of America.

COMMITTEE:

James R. Ross
Fred Emmel
Wm. Close

John Hadeilein
Alfred Goyette
Frank Schmidt

Clarence Mance.

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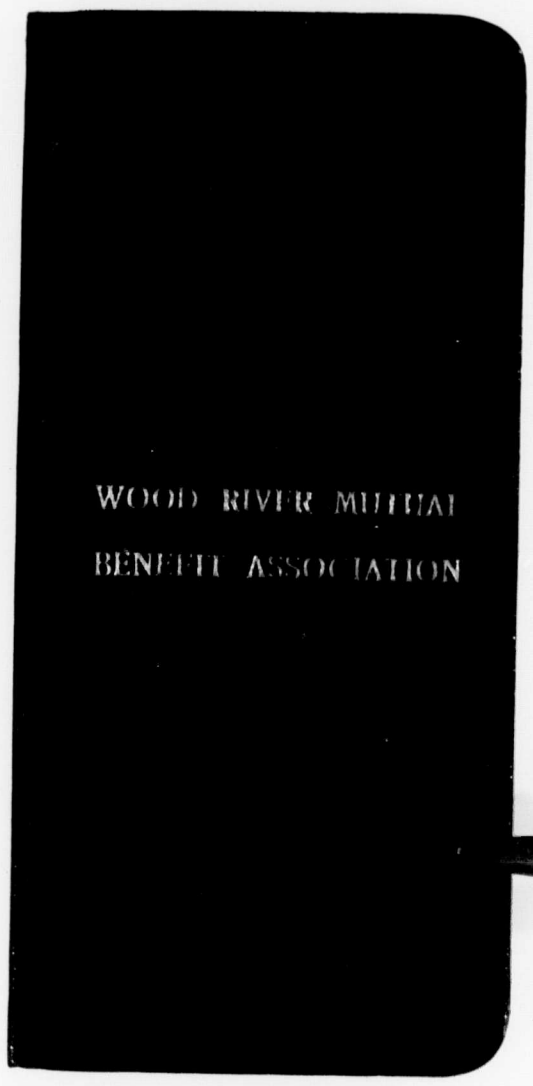

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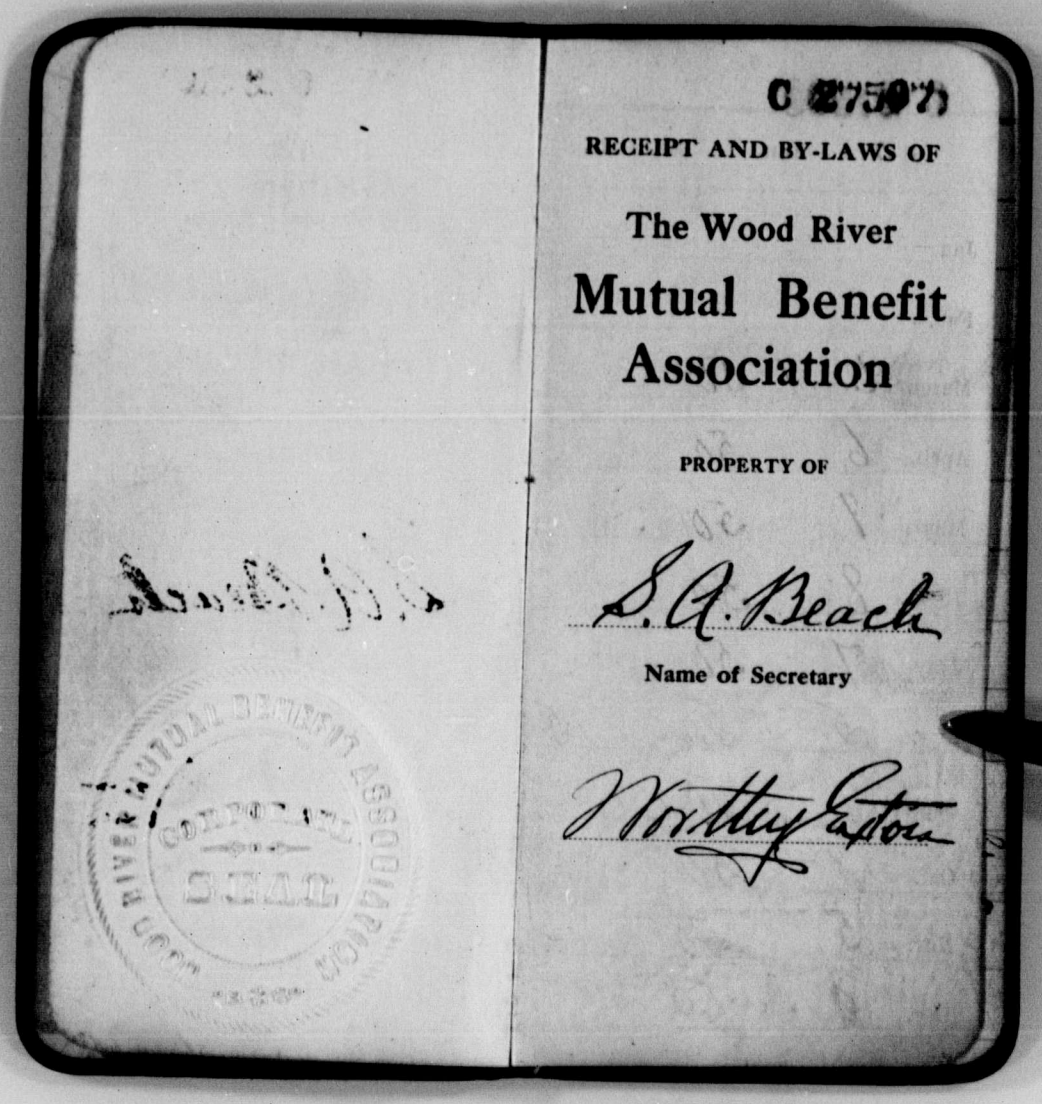
C 27507

RECEIPT AND BY-LAWS OF

The Wood River

Mutual Benefit Association

PROPERTY OF

S. A. Beach

Name of Secretary

Worthington

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C 2750

1910	Amt.	Ex. Asst.	Sec'y Receipt
Jan.			
Feb.			
March	6	1 50	Worthy Euton
April	6	50	Worthy Euton
May	8	50	Worthy Euton
June	8	50	Worthy Euton
July	7	50	Worthy Euton
Aug.	5	50 15	Worthy Euton
Sept.	7	50	Worthy Euton
Oct.	8	50	Worthy Euton
Nov.	5	50	Worthy Euton
Dec.	9	50	Worthy Euton

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191		Amt.	Ex. Asst.
Jan.	10	50	
Feb.	7	50	
March	6	50	
April	8	50	
May	5	50	
June	6	50	
July	7	50	
Aug.	5	50	
Sept.	10	50	
Oct.	6	50	
Nov.	6	50	
Dec.	6	50	

C 27511

Sec'y Receipt

Worthy Euston
Worthy Euston
Worthy Euston
Worthy Euston
Worthy Euston
Worthy Euston
Worthy Euston
Worthy Euston
Worthy Euston
Worthy Euston
Worthy Euston
Worthy Euston

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C 27513

C 27513

191 7		Amt.	Ex. Asst.	Sec'y Receipt
Jan.	6	50		Worthy Tupper
Feb.	6	50		Worthy Tupper
March	10	50		Worthy Tupper
April	10	50		Worthy Tupper
May	6	50		Worthy Tupper
June				
July				
Aug.				
Sept.				
Oct.				
Nov.				
Dec.				

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C 27514

C 27515

1914	Amt.	Ex. Asst.	Sec'y Receipt
Jan.	6 50		W Worthington Euton
Feb.			
March			
April			
May			
June			
July			
Aug.			
Sept.			
Oct.	7 50		W. Euton
Nov.			
Dec.			

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C 27516 C 27517

191 5	Amt.	Ex. Asst.	Sec'y Receipt
Jan.			
Feb.			
March			
April		50	L.L. Tuley
May			
June			
July			
Aug.			
Sept.			
Oct.			
Nov.	10	50	L.L. Tuley
Dec.			

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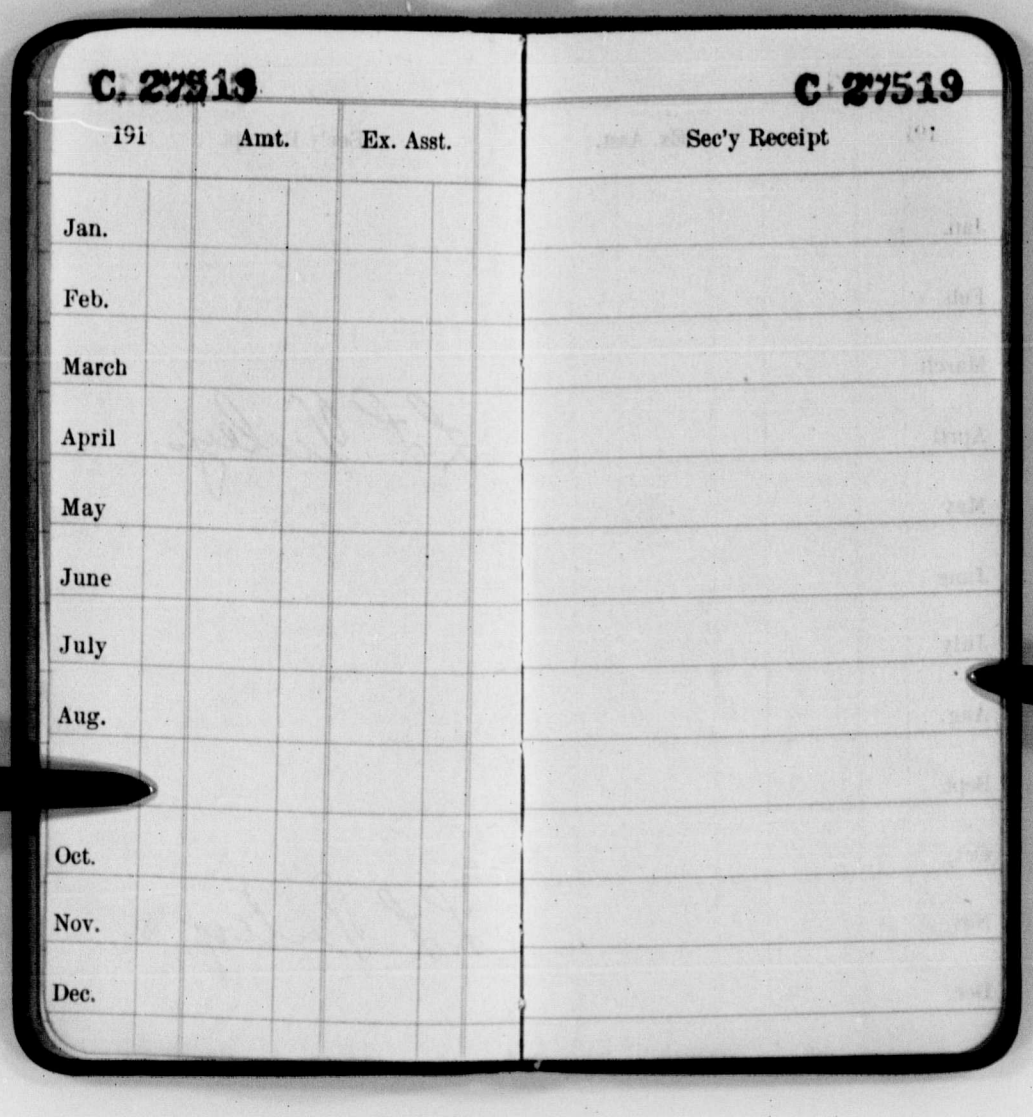

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The Wood River

Mutual Benefit Association

Organized February 6, 1910.

OFFICERS

President—F. N. Brett.

Vice-President—G. M. McGaw.

Secretary—W. Exton.

Treasurer—S. A. Beach.

Board of Directors

J. B. Jennings.

A. Wuestenfeldt.

G. W. Buck.

B. Halsey.

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ARTICLES OF ASSOCIATION

OF

The Wood River

Mutual Benefit Association

We, the undersigned, do hereby associate ourselves together, pursuant to the statutes of the State of Illinois, as a voluntary association, and as a body corporate in law, by the following written articles, to-wit:

Article 1.—The name of the Association shall be "The Wood River Mutual Benefit Association."

Art. 2.—The objects of the Association shall be to associate together with persons of good moral character of suitable ages and socially acceptable, to establish a fund from which payment may be made to members in case of sickness and disability arising out of personal injury, and for certain benefits payable in case of death, thus making said Association for the sole benefit of members, and not for profit.

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Art. 3.—The number of members of said Association and qualifications of membership shall be regulated by the By-Laws of this Association.

Art. 4.—The principal office of said Association shall be at Wood River, Madison County, Illinois.

Art. 5.—The duration and time of life of said Association shall be twenty-five years.

Art. 6.—Said Association shall have, to designate official acts, a seal, which shall be in the custody of the Secretary, who shall be the attesting officer. Said seal shall consist of two circular discs containing on the faces thereof the words and characters following: "The Wood River Mutual Benefit Ass'n. Corporate Seal." The discs of said seal shall be so adjusted as to make an impression of said seal.

Art. 7.—The officers of this Association shall be a President, Vice-President, Secretary and Treasurer, and a board of four Directors of which the President of the Association shall be, ex-officio, a member.

Art. 8.—The term of office of the President, Vice-President, Secretary and Treasurer shall be two

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years, and the terms of the four Directors shall be two years, elected at the meeting for that purpose to be held on the second Tuesday of December in each alternate year. All officers are to be elected by the members of the Association.

Art. 9.—An Auditing Committee shall be elected at the annual meeting to serve for one year. They shall audit the books of the Association, make a complete statement of all moneys received and expended, showing the amount on hand and post in three public places.

Art. 10.—This Association shall adopt such regulations and by-laws for the conduct of its affairs as shall not be inconsistent with these Articles of Association.

C 3784

BY-LAWS.

ARTICLE I.

Officers, Duties, Etc.

Sec. 1.—All officers and directors shall hold office for the length of time specified in the Articles of Association, or until their successors are duly elected and qualified, unless removed by death, resignation or dismissal.

Sec. 2.—Should a vacancy occur in any office of the Association the Board of Directors may fill such vacancy by appointment until the next regular meeting of the members of the Association.

Sec. 3.—Any officer or member of the Board of Directors of this Association shall be removed from office whenever a petition signed by two-thirds of the members shall be presented to the Board of Directors.

Sec. 4.—The President shall preside at all meetings of the Board of Directors and all meetings of the members of the Association. He shall see that the Articles of Association and By-Laws of the Association are properly enforced.

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Sec. 5.—The Vice-President shall, in the absence of the President, perform his duties.

Sec. 6.—The Secretary shall receive and collect all dues and assessments and turn the same over to the Treasurer, and keep an account of all moneys thus received or collected, together with all moneys paid out; shall keep a record of all members and their standing, shall act as Secretary and record the proceedings of all meetings of the Association and the Board of Directors thereof, and such other services as are commonly required of such officers and as may hereafter be prescribed.

Sec. 7.—The Treasurer shall receive from the Secretary all moneys received or collected by him for the Association, and shall deposit the same in some reliable bank within thirty days of the time of reception in the name of the Association. The books of the Treasurer shall at all times be open to inspection by the members of the Association.

Sec. 8.—The Board of Directors shall have charge of all the property of the Association.

Sec. 9.—The President, Secretary

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and Treasurer shall constitute an executive committee. As such committee they shall appoint the following committees from the members of the Board of Directors: A Finance Committee, of which the Vice-President shall be chairman, a Sick and Visiting committee, and a Membership committee.

Sec. 10.—The duties of the Executive committee shall be to look after the general welfare of the Association, and shall, from time to time, make recommendations to that end to the Board of Directors.

Sec. 11.—The duties of the Finance committee shall be to audit the books of the Association in March, June, September and December of each year, and make a statement of all moneys received and expended, showing balance on hand, and post in three public places.

Sec. 12.—It shall be the duty of the Sick and Visiting committee to visit the sick and make such reports as are hereinafter provided for.

Sec. 13.—It shall be the duty of the committee on Membership to solicit members and pass on the eligibility of all applicants.

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ARTICLE II.

Salaries of Officers.

Sec. 1.—The Secretary of this Association shall be exempt from paying dues.

ARTICLE III.

Bonds of Officers.

Sec. 1.—No bond shall be required of any officer or director, except the Treasurer and Secretary and they shall each give a bond in the following sums: Secretary $100, Treasurer $500, and said bonds shall be valid when accepted and approved by the Board of Directors.

ARTICLE IV.

Qualifications of Officers.

Sec. 1.—Any member of this Association shall be eligible to any office after he has been a member in good standing for six months prior to such election.

ARTICLE V.

Meetings.

Sec. 1.—The officers shall meet on the 10th of each month to transact the regular business of the Association.

Sec. 2.—Bills and claims against the Association may be presented at any regular meeting of the Board of Directors.

Sec. 3.—A general meeting of the members of the Association shall be held on the second Tuesday in December in each year for the election of officers or directors and the transaction of such other business as shall properly come before such meeting.

ARTICLE VI.

Qualifications for Membership.

Sec. 1.—The qualifications for membership in this Association shall be the following:

(a) The applicant shall be a white male citizen of the United States between the ages of 18 and 50.

(b) He shall, at the time he applies for membership, be a resident of Wood River, Illinois, or an employe of the Standard Oil Company's works at Wood River, Illinois, but should he leave or be discharged from said Standard Oil Company, he may still hold his membership in said Association, so long as he actually lives in Wood River, and pays his monthly dues and assessments.

(c) He shall be in good health and physical condition.

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Sec. 2.—The Board of Directors shall pass upon all applications for membership after a report thereon by the committee on membership and shall have the right to elect or reject any and all applications.

ARTICLE VII.

How to Become a Member.

Sec. 1.—Any person who desires to become a member of this Association may apply to any member for a blank application card, which he shall fill out and return to such member with $1.00 membership fee, who will give same to some member of the Committee on Membership. This committee shall investigate the qualifications and character of the applicant and shall report on same to the next meeting of the Board of Directors. The Board shall accept or reject such report by a majority vote. If the applicant is accepted he shall be notified of the same by the Secretary, and upon receipt of one month's dues, and of a fee of 15 cents, said applicant shall receive a membership card bearing the seal of the Association and signature of the Secretary, and the name of the applicant shall be placed upon the

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roll of membership. If such applicant is rejected his money will be refunded.

ARTICLE VIII.

Dues.

Sec. 1.—The membership fee shall be One Dollar, payable as stated in the foregoing article of these By-Laws, and the dues shall be fifty cents per month.

Sec. 2.—The monthly dues shall be paid on or before the 10th day of each month, and any member not complying with this condition shall forfeit all right and title to the benefits derived by members of this Association and shall stand suspended until such time as all back dues and assessments are paid in full, but if such delinquency exceeds a period of four months such members shall be dropped from the roll of membership and cannot again become a member except by application in the usual manner.

Sec. 3.—If it be found that the funds in the treasury have accumulated to a sum greater than Five Hundred Dollars, it shall be the duty of the Finance Committee to order the suspension of the collection of dues until said funds shall be reduced to less than Five Hundred Dollars.

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ARTICLE IX.

Benefits.

Sec. 1.—The benefits to be obtained by membership in the Wood River Mutual Benefit Association shall be as follows.

(a) If a member of this Association becomes disabled for work by sickness or personal injury while in good standing he shall receive from the funds of the Association the sum of One Dollar for the first week's sickness, and One Dollar per day for the 10 weeks following, but should such sickness or disability exceed a period of eleven weeks then such member shall receive the sum of Four Dollars per week for sixteen weeks, provided, however, that no benefits whatever shall be allowed or paid under this section if such sickness or disability be caused by the immoral conduct of the member or conduct unbecoming a gentleman. Fractions or parts of weeks shall not be considered.

(b) On the death of a member of this Association, provided such member was in good standing therein for a period of six months prior to his death, the sum of Fifty Dollars shall be drawn from the funds of the Association to assist in

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defraying funeral expenses. The Board of Directors shall meet promptly after the death of any member for whom the above sum may be paid out and, if necessary, levy upon the membership of the Association, such assessments as shall be equal in amount. When the assessment is made, the amount shall, as determined by the directors, be charged to the account of the members the same as dues, and shall be payable and collectable at the time the following month's dues are collected and paid, and collected the same as dues, and any member who shall not pay such assessments as aforesaid shall forfeit all right and title to any and all benefits derived by membership in this Association, and shall stand suspended until such time as all back dues and assessments are paid in full.

ARTICLE X.

How Benefits May be Obtained.

Sec. 1.—If a member of this Association in good standing becomes sick or injured he shall notify the Secretary of the Wood River Mutual Benefit Association within four days from date of first day's sickness and the Secretary of the As-

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sociation shall notify the sick and visiting committee and said committee shall enter said notice on the list of sick members, and if the case comes within the limits of the benefits provided for in the preceding article said committee shall, upon the presentation by the person claiming benefits, of a certificate furnished by the Association, filled in and signed by a licensed physician and if deemed necessary by the sick committee said certificate to be sworn to before a Notary Public or Justice of the Peace. recommend to the Executive Committee to make payment of benefits to said member in the manner in which all claims are paid out of the funds of the Association, and of such sums as may from time to time be legally due said sick or disabled member.

ARTICLE XI.

Payment of Bills.

Sec. 1.—All sums payable by this Association shall be paid by check, signed by the Treasurer and countersigned by the Secretary and President, and made payable to the person to whom money is due.

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ARTICLE XII.

Expulsion.

Sec. 1.—Any member of this Association proven guilty of any offense against the laws of the State of Illinois, or of conduct unbecoming a gentleman, may be expelled from the Association by two-thirds vote of the Board of Directors.

ARTICLE XIII.

Quorum.

Sec. 1. — Five members of the Board present at any regular or special meeting of said Board, shall constitute a quorum for the transaction of business.

Sec. 2.—Twelve members of this Association present at an annual or special meeting shall constitute a quorum for the transaction of business.

ARTICLE XIV.

Amendment of By-Laws.

Sec. 1.—The foregoing By-Laws of this Association may be amended, altered or repealed by a two-thirds vote of the members present at any annual or special meeting called for that purpose, or by a petition to the Board of Directors, signed by a majority of the members in good standing.

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ORDER OF BUSINESS.

1. Roll Call.
2. Reading of Minutes.
3. Reports of Committees.
4. Old Business.
5. General Business.
6. Election of New Members.
7. Election of Officers.
8. Collection of Dues.
9. Adjournment.

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Number of Employees this Morning
Wood River, Ill., 1-31-19 191_

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Refinery			Forward	575
Crude Still Foreman	3		Asphalt & Road Oils	
Crude Stillmen & Hlprs.	33		Asphalt Stillmen	
Crude Still Firemen	57		Filling Drums	7 7
Steam Stillmen & Hlprs.	6		**Boiler House**	
Treater Helpers	7		Water Tenders	3
Pumpers & Helpers	12		Oilers & Pumpers	X
Common Laborers, ETC.	48		Firemen	6
Coke Still Cleaners	60		Boiler Washers & Labor	3
Crude Still Ash System	3	744	Coal Transporter Op'r	1 13
Pressure Stills			**Mechanical Dept.**	
Foremen	3		Boiler Shop	111
Stillmen & Hlprs.	60		Pipe "	140
Pumpers	6		Carpenter "	53
Firemen	73		Paint "	48
Coal Shovelers	6		Machine "	24
Ash System	13		Blacksmith "	4
Tube Pit Cleaners	X		Masons "	36
Still Cleaners	22		Common Labor "	109
Common Laborers	6	189	Crane & Enginemen	12 537
Paraffine Mfg.			**Miscellaneous**	
Pressmen & Hlprs.	6		Teamsters	5
Filter Press Pumpers			Outside Teams	X
Helpers	6		Auto Drivers Mf Labors	7
Treater & Helpers	7		Car Inspector	2
Press Cleaners	12		Weighmaster	1
Canvas Room	6		Scrap Pile	4
Pffe. General Pumpers	1	38	Janitor	1
General Mfg.			Office Boy Mf Clerks	5
Laboratory	13		Telephone Operators	3
Power Station	3		Night Superintendent	1
Gas System	4		Asst. Genl. Labor Frmn.	1
Racks	14		Timekeepers	3
Acid Works	11		Civil Engineers	X
Electricians	5		Temperature Man	1
Welders & Lead Burners	7		Brass Foundry Safety First Man	2
Fire Marshal & Hlprs.	2		Service Station	1
Watchmen	12		Tank Wagon Driver	1
Storehouse Hlprs.	3	74	Yard Master & Clerk	2
			Oil Tank Laborers	3 43
Forward			Total	1120

C 5253

Form #10

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B-188 12-9-14 2500

STANDARD OIL COMPANY C 27538
(AN INDIANA CORPORATION)

CHANGE IN HOURLY RATE AT _____ **WORKS**

Name _____ **Age** _____ **Pay Roll No.** _____

Occupation _____ **Dept.** _____

Change hourly wage rate from _____ **to** _____

Dating from _____ **inclusive. Reason for change is**

_____

_____

Approved: _____ _____
Gen'l Mgr. Head of Dept.

O. K. _____ **O. K.** _____
Timekeeper Pay Roll Clerk

NOTE: DO NOT FOLD. Send direct in small envelope to General Manager, Main Office.

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No._____ _____191__

RECEIVED OF **STANDARD OIL COMPANY, $_____**
(INDIANA)

_____ DOLLARS

IN PAYMENT OF_____HOURS SERVICE AT_____CENTS PER HOUR AND IN FULL OF ALL DEMANDS OF EVERY KIND AND NATURE.

☞ THIS RECEIPT IS NON-NEGOTIABLE AND WILL BE PAID ONLY AT THE OFFICE OF THE COMPANY TO THE PERSON RENDERING THE SERVICE MENTIONED.

SIGN HERE_____
BEFORE PRESENTING TO PAYMASTER.

WITNESS_____

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B 152 3 1 18 100 Bks. 92188

C 27540

No. _____ _____ 191___

PAYMASTER: THE BEARER _____

this day, leaves the service of this Company. The reason of his leaving is, that he has _____

_____

_____

FOREMAN

_____

TIMEKEEPER

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CANADA

C 27541

B 129 12-14-17 5M

Standard Oil Company
(INDIANA)

Order No._____

Doctor's Order for Medical Services

Works_____ 191__

This Part to be Retained by Doctor

Doctor_____

Dear Sir:— Please give_____ #_____

medical attention on account of injury to_____

_____

and charge expense of same to our account.

STANDARD OIL COMPANY (Indiana)

By_____

DOCTOR WILL GIVE THIS PART TO PATIENT WHEN DISCHARGED

Order No._____

To Superintendent of Works

Date_____ 191__

Name_____ Pay Roll No._____

Discharged_____ Ready for Work_____

Remarks_____

_____

_____

_____ M. D.

NOTE: Please fill in this part of order with the information wanted by us, so far as you can, detach and return to us promptly, *upon receipt of this order.*

Order No._____

Date_____ 191__

Party Injured_____ #_____

Nature and extent of injury_____

_____

_____

Serious or not?_____

Probable number of days before patient can return to work_____

_____

(Signed)_____ M. D.

_____

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PUBLIC ARCHIVES PUBLIQUES
CANADA

D-812 9-19-18 3M

STANDARD OIL COMPANY
(INDIANA)

C 27542

NAME — REG. NO.

ADDRESS — TRADE

PHONE NO. — KIND OF WORK WANTED

MARRIED — WIDOWER — WIDOW — CHILDREN

HOW MANY UNDER 16 — WHO DEPENDENT ON YOU

NATIONALITY — NATIVE LANGUAGE — SPEAK ENGLISH

READ ENGLISH — WRITE ENGLISH — EDUCATION

WHERE BORN — WHEN — AGE

WHEN ARRIVE IN AMERICA — FIRST PAPERS — SECOND PAPERS

PREVIOUS EMPLOYMENT WITH COMPANY

NAME AND ADDRESS OF PARENT OR GUARDIAN

LIVE WITH WHOM

HEALTH — MILITARY REGISTRATION — WORK CERTIFICATE

Date								
Employed as								
Department								
Pay Roll No.								
Rate Per Hour								

M. & W. CO., 80445 — 8214332 Macey

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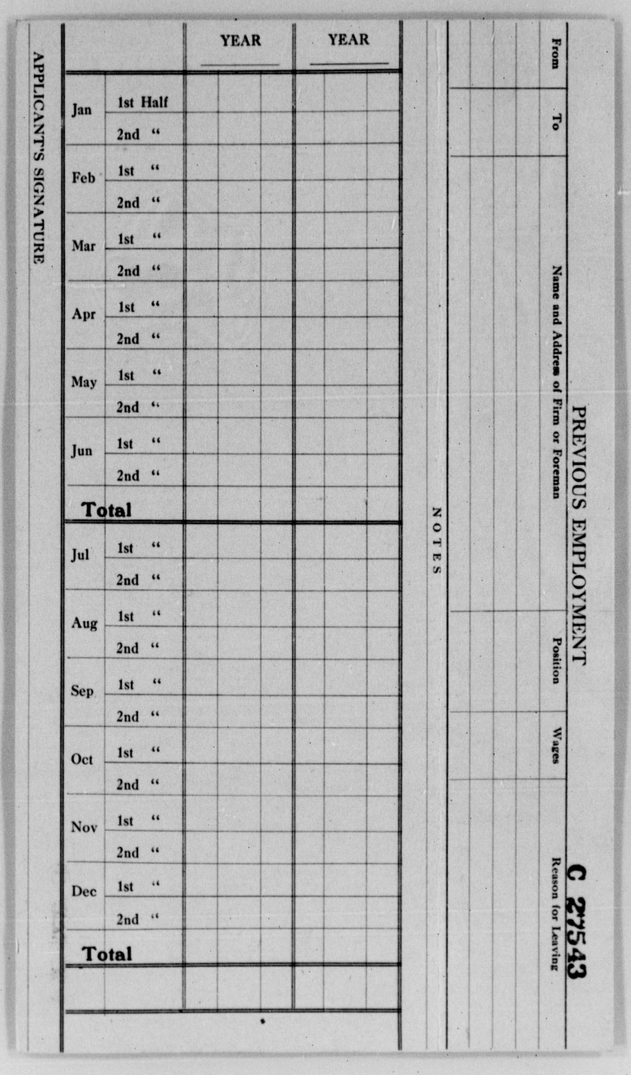
PUBLIC ARCHIVES PUBLIQUES
CANADA



APPLICANT'S SIGNATURE

		YEAR	YEAR
Jan	1st Half		
	2nd "		
Feb	1st "		
	2nd "		
Mar	1st "		
	2nd "		
Apr	1st "		
	2nd "		
May	1st "		
	2nd "		
Jun	1st "		
	2nd "		
Total			
Jul	1st "		
	2nd "		
Aug	1st "		
	2nd "		
Sep	1st "		
	2nd "		
Oct	1st "		
	2nd "		
Nov	1st "		
	2nd "		
Dec	1st "		
	2nd "		
Total			

NOTES

PREVIOUS EMPLOYMENT

C 27543

From	To	Name and Address of Firm or Foreman	Position	Wages	Reason for Leaving

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PUBLIC ARCHIVES PUBLIQUES
CANADA

B 203

C 27544

STANDARD OIL COMPANY
(INDIANA)

SETTLEMENT FOR INJURIES.

Do not sign without understanding.

Received of the STANDARD OIL COMPANY, an Indiana Corporation, the sum of ..... Dollars ($.....), in full settlement and satisfaction of all claims and demands whatsoever to date hereof, including any and all claims for damages arising out of accidental injuries sustained by me at the Plant of said Standard Oil Company, on or about the ..... day of ....., 19..... This release being intended to cover all claims for damages on account of said injuries, or the results or consequences flowing therefrom.

In Witness Whereof, I have hereunto set my hand and seal at ....., State of ....., this ..... day of ..... 19.....

..... SEAL

The above was read and signed by the said .....
in our presence at ..... on the ..... day of ..... A. D. 19.....

Witnesses { .....
.....

STATE OF .....
COUNTY OF ..... } ss.

I, ..., a Notary Public in and for the County of ....., in the State of ....., do hereby certify that ....., known to me to be the party whose name is attached to the within release, personally appeared before me at ....., in said County of ..... and State of ....., this ..... day of ..... A. D. 19....., and acknowledged said release to be an act of ..... own free will and accord, and that ..... had received the consideration for said release named in the same.

.....
NOTARY PUBLIC

My commission expires .....

NOTE: The release should be read by the party signing the same in the presence of two persons who shall witness his signature. If the Releasor cannot read English, it should be read to him, and if in a foreign language, then the name of the translator should be mentioned and he should be one of the witnesses.

Wherever practicable, the party signing the above release should be required to write upon the same substantially the following provision:

I have read the foregoing release and fully understand the contents thereof, and agree that my signature to this instrument shall be deemed and held as conclusive evidence of my having read and understood the contents of this release.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

SETTLEMENT FOR INJURIES

TO

STANDARD OIL COMPANY
(INDIANA)

WORKS.

Dated ..... A. D. 19....

Amount, $ .....

C 27545

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CANADA

B 288

C 27546

STANDARD OIL COMPANY
(INDIANA)

PERSONAL INJURY REPORT

(THESE QUESTIONS MUST BE FULLY ANSWERED)

_____ 191__

1. Name of person injured, residence (giving street and number)_____

_____

2. Date of birth and occupation_____

3. Married or single_____ If married, name of wife and children_____

_____

4. Does he speak English?_____

5. Is he a Piece or Day Worker?_____ What wages did he receive?_____

6. Where was injured person sent?_____

7. At what employed, when injured and how long at that particular employment?_____

_____

8. Physician employed?_____ At whose expense?_____

9. CAUSE? (By what kind of machinery, or otherwise, and how done?)_____

_____

_____

_____

10. Was machine or other cause guarded?_____ If not, why not?_____

_____

11. Was injured person regularly employed on such machine?_____

12. Had injured person worked on similar machinery prior to this employment?_____

_____

_____

13. If employe, how long in service of Company and in what capacity?_____

_____

14. Name of his foreman and in what department_____

_____

15. Date of injury_____ Hour_____

16. Condition of light at time and place of injury_____

17. Who witnessed the injury, give names and addresses and state whether employed by the Company or not:

_____

_____

_____

18. The nature and extent of injury_____

_____

Total_____ Serious?_____ Slight?_____

19. How far incapacitated for work?_____

20. How long before he can return to work?_____

21. Was injury caused by carelessness of any person?_____

If so, whose, and in what respect?_____

_____

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CANADA

C 27547

22. Was injury caused by defective machinery, tools or appliances? If so, in what respect, and were defects apparent; and did the Standard Oil Company (Indiana) make the machinery, tools or appliances causing the injury?

23. What was the person doing when injured?

24. Here give a detailed statement of the injury?

25. Give names of witnesses, with their residences, ages, nationality, and state whether they speak English, and if not in our employ, name of employer and occupation

26. Witness will here give his own age, residence and occupation; state where he can be found at any time if needed, and sign this statement

Subscribed and sworn to before me this ____ day of ____ 191__.

Notary Public.

My Commission Expires ____

NOTE:—Foreman or person in charge of department, should obtain from party injured, a statement of how the accident causing the injury occured, and if possible, have injured party sign the same. If he is unable, or refuses to sign the statement, have witnesses who heard the statement made, certify that injured party made the statement in their presence.

STANDARD OIL COMPANY
(INDIANA)

PERSONAL INJURY REPORT
OF

INJURED

DEPT.

SETTLEMENT MADE

191

191

BY

NATURE OF SETTLEMENT:

Amount

Amount

Time Lost, Hours

Time Paid for, hours

Superintendent

APPROVED:

W. L. Mackenzie King Papers
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PUBLIC ARCHIVES PUBLIQUES
CANADA

Form 43 (9255—100M—7-18)

C 27548

INDUSTRIAL COMMISSION

STATE OF ILLINOIS
CITY HALL SQUARE BUILDING
CHICAGO, ILLINOIS

RECEIPT ON ACCOUNT OF PARTIAL COMPENSATION

PAID FOR { Death ☐ / Specific Loss ☐ / Disfigurement ☐ / Disability ☐ }
(Indicate by check ✓ purpose of payment.)

Amount paid to date, including this payment, $.....

Amount remaining due, $.....

I, ...have received of
(Name of Employe or Beneficiary)

.....
(Name of Employer)

the sum of.....dollars

and .....cents, being the compensation due from the .....

day of....., 19....., to the.....day of....., 19....., under the provisions of the Illinois Workmen's Compensation Act, subject to review by the Industrial Commission, for accidental injuries sustained by.....
(Name of Employe)

on the.....day of....., 19....., while in the employ of

.....
(Name of Employer) (City or Town)

.....
(Street and Number)

$.....

.....
(Name of Employe or Beneficiary)

Date....., 19.....

.....
(City, Street and Number)

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PUBLIC ARCHIVES PUBLIQUES
CANADA

Form 45 C 27549

STATE OF ILLINOIS

INDUSTRIAL COMMISSION

CITY HALL SQUARE BUILDING, CHICAGO, ILLINOIS

PRELIMINARY REPORT OF ACCIDENT.

(Note GENERAL INSTRUCTIONS on other side of this form.)

EMPLOYER'S No.....
(Do not fill in.)

ACCIDENT No.....
(Do not fill in.)

EMPLOYER PLACE AND TIME

EMPLOYER'S NAME.....

Office Address: Street and No.....

County.....City or Village.....

BUSINESS (goods produced, work done, or kind of trade or transportation) .....

LOCATION of plant or place of work where accident happened, if not at office address:

Street and No.....

County.....City or Village.....

DATE OF ACCIDENT.....Hour of day.....o'clock.....M.

INJURED EMPLOYEE

NAME OF EMPLOYEE.....Address.....

Sex.....Age.....Speak English?.....Nationality.....

Occupation when injured.....Was this regular occupation?.....

Piece or time worker.....Wages or average earnings per day, $.....

Working hours per day.....Working days per week.....Per month.....

Average weekly wages, $.....Single or married.....

How many children under 16 years has injured? ..... Give names and date of birth of each

Name .....Date of Birth.....

" .....

" .....

" .....

" .....

CAUSE

DESCRIBE IN FULL HOW ACCIDENT HAPPENED:.....

NATURE AND EXTENT OF INJURY

STATE EXACTLY part of person injured and nature of injury:
(Indefinite or incomplete reports will be returned for correction.)

Did injury cause loss of any member or part of member? If so, describe EXACTLY.....

Attending physician or hospital where sent:

Name and address.....

Has injured employee returned to work?.....

If so, give date.....

If total compensation has not been paid, state amount that has been paid on account, $.....

If no compensation has been paid, state why.....

Amount paid for hospital or medical service, if any, $.....

IF FATAL: Date of Employee's death.....

Length of disability before death.....

Name and P. O. Address of a relative or friend of the deceased.....

Name and address of Insurance Co. if any.....

Date of this report.....Made out by.....

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27550

GENERAL INSTRUCTIONS.

1. **If disability does not continue for more than six working days, *report is not necessary.***

2. **All accidental injuries *for which compensation is payable* must be reported on *Form 45*.**

3. **ACCIDENT REPORTS, FILING.]** **All accidents which result in disability continuing for more than six (6) working days, and all accidents causing disfigurement, or death, and all other facts as the same are required in section 30 of the Workmen's Compensation Act, shall be reported to the Commission at its office, 303 City Hall Square Building, Chicago, Illinois.**

4. **RECEIPTS, FILING.]** **Employers paying compensation to injured employees under the provisions of the Act, whether in conformity with the terms and agreements of any settlement or adjustment between the parties, or upon the findings and approval of the Industrial Commission, *shall file at the end of every month with the Industrial Commission, receipts of such injured persons*, showing the sum total of all payments made during the month.**

5. **When compensation payments are made weekly, semi-monthly or monthly over a period of weeks or months, *"Receipt on Account of Compensation"* (Form 43) should be filed with the *Industrial Commission* ONCE each month.**

6. **When Final Compensation has been paid, *Final Report* should be filed.**

7. ***All receipts* must bear the *original signature* of the injured employee, or his personal representative or beneficiary.**

8. Reports must be submitted between the 15th and 25th of each month.

9. Fatal accidents must be reported immediately.

10. Reports should be made on typewriter or written in ink.

11. Reports or receipts must be made on forms of the Industrial Commission, no other forms will be accepted.

12. The amendment to the Workmen's Compensation Act, effective June 1, 1917, provides for additional compensation in cases where injured employees have children under 16 years (See copy of amended Act). The information relative to single or married must be shown. If married the number of children under 16, also their names and dates of birth.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

Form 85

C 27551

STATE OF ILLINOIS
INDUSTRIAL COMMISSION
CITY HALL SQUARE BUILDING, CHICAGO, ILLINOIS

FINAL REPORT AND SETTLEMENT RECEIPT

To be filled out and submitted promptly when Final Compensation has been paid.

Employer's Name..... Date.....191....

Office Address: Street and No.....

Name of Injured.....

Address .....

BASIS OF SETTLEMENT

		AMOUNT PAID
Date of injury.....	.....Weeks, temporary total disability.....	
Average weekly wages, $.....	.....Weeks, {specific loss or % loss of use} ..... Arm, foot, 1st phalange of 2d finger, etc.	
Percentage of weekly wages.....	.....Weeks, disfigurement..... Head, face or hands	
Rate of compensation, per week, $.....	.....Weeks, partial permanent disability.....	
Amount of wages lost, $..... During period of disability, allowing for compensation paid	.....Weeks, total permanent disability.....	
	.....Weeks, death.....	
Date compensation began.....	.....Weeks.....	
Date disability ended.....	.....Hospital and medical services.....	
Period of disability from date of accident:	.....Funeral expenses.....	
.....weeks .....days	TOTAL.....	

FINAL RECEIPT

I,.....
(Name of employee, personal representative or beneficiary)

have received of.....
(Name of employer)

the sum of.....dollars and.....cents

making in all, with the weekly payments already received by me the TOTAL SUM of.....

.....dollars and.....cents ($.....)

in full settlement of compensation under the provisions of the ILLINOIS COMPENSATION ACT, for all injuries received by.....

.....on or about the.....day of.....19.....
(Name of Employee)

while in the employ of .....
(Name of employer, city or town, street and number)

subject to review by the INDUSTRIAL COMMISSION.

WITNESS my hand this.....day of.....19.....

.....
(Signature of employee, personal representative or beneficiary)

Witness:..... Address.....
(Street and number, city and town)

(SEE OTHER SIDE)

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27552

INSTRUCTIONS

This report must be made on all accidents reported to the Industrial Commission.

Indefinite or incomplete reports will be rejected.

The report should be fastened to and accompany the Preliminary Report of Accident, (Form 45) whenever it is possible to do so without delaying the reporting of the accident.

All cases are considered unsettled until this report is filed with the Industrial Commission.

Whenever exact amount paid for hospital or medical services cannot be ascertained, report should not be held for this information but the approximate amount should be reported.

Reports should be made on the typewriter or written in ink.

No release or receipt will be accepted in place of this form.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

Number of Employees this Morning
Wood River, Ill., 2-4-1[illegible] C 27553

	Refinery		**Forward**		573
100	Crude Still Foreman	3	Asphalt & Road Oils		
88½	Crude Stillmen & Hlprs. (74½)	33	Asphalt Stillmen	3	
64¾	Crude Still Firemen	57	Filling Drums	7	5
88½	Steam Stillmen & Hlprs. 74½	6	**Boiler House**		
	Treater Helpers	2	Water Tenders	3	
	Pumpers & Helpers	12	Oilers & Pumpers	X	
45⁰	Common Laborers, ETC.	48	Firemen	6	
50¢ 10 hrs	Coke Still Cleaners	60	Boiler Washers & Labor	3	
	Crude Still Ash System	8 773	Coal Transporter Op'r	1	13
	Pressure Stills		**Mechanical Dept.**		
100	Foremen	3	Boiler Shop	106	
88½	Stillmen & Hlprs. 74½	60	Pipe "	136	
77½	Pumpers	6	Carpenter "	51	
64¾	Firemen	72	Paint "	50	
	Coal Shovelers	6	Machine "	24	
60¢	Ash System	13	Blacksmith "	4	
66⁰ 10 hrs	Tube Pit Cleaners	X	Masons "	35	
45¢ 10 hrs	Still Cleaners	22	Common Labor "	110	
	Common Laborers	6 188	Crane & Enginemen	11	530
	Paraffine Mfg.		**Miscellaneous**		
88½	Pressmen & Hlprs. 64½	6	Teamsters	5	
77½	Filter Press Pumpers		Outside Teams	X	
60½	Helpers	6	Auto Drivers and Laborers	7	
70	Treater & Helpers 57½	6	Car Inspector	2	
64¾	Press Cleaners	12	Weighmaster	1	
45¢	Canvas Room 50⁰ 45¢	6	Scrap Pile	4	
	Pffe. General Pumpers	1 37	Janitor	1	
	General Mfg.		Office Boy and Clerks	5	
	Laboratory	13	Telephone Operators	3	
	Power Station	3	Night Superintendent	X	
	Gas System	4	Asst. Genl. Labor Frmn.	1	
	Racks	14	Timekeepers	3	
	Acid Works	10	Civil Engineers	X	
	Electricians	5	Temperature Man	1	
	Welders & Lead Burners	7	~~Safety First Men~~ Bran Tank	2	
	Fire Marshal & Hlprs.	3	Service Station	1	
	Watchmen	13	First Aide Sta.	1	
	Storehouse Hlprs.	3 75	Mtl. Master & Clerk	2	
			Ass't Laborers	3	43
	Forward		Total		1113

Form #10

87½ 81 75 64½
64½ 48½
77½ 48½
66½ 48½
84¾ 48½
84¾
90
45⁰ 7

C 5512

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27554

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27555

WHAT MOOSEHEART HAS DONE FOR ME

THE MOTTO OF THE MOOSE—THAT EDUCATION MAY BE PRACTICAL THAT "RESULTS" ARE OBTAINED. READ THE LETTER:

By CHARLES E. FAUST
Norristown (Pa.) Lodge No. 213
(Note:—Since writing the above Charles has enlisted as a Red Cross Auto Driver.)

Mooseheart with its school, vocational, moral, physical and mental training, can within a short time make a change for good, in the life of any one that comes within its folds. Its whole environment and the good care of its students seem to make a change almost unbelievable.

When my father died I lost most of the physical suasion that had kept me leading a clean, wholesome life. My mother seemed to have no control over me and I fell in with a lot of roughnecks who taught me to smoke and swear.

My mother, hoping to make a man of me, sent me to Mooseheart. I am receiving a High School education, learning a good trade (garage work), and feel that I might make a mark in the world yet.

We have different assignments in the pre-vocational classes and I have worked at nine different trades or professions since I first came here. When you have worked at several of the different trades at Mooseheart you are assigned to that particular trade for which you are best fitted and during the last few years of your stay at Mooseheart you are given intensive training along that line, and under the care of most capable instructors.

We have a very good school here. I am in the Seventh Grade. I go to my work at 8:30 and remain until 11:20, when I go to my school studies, remaining until 12:00. From 12:00 to 1:00 is the dinner hour. Then from 1:00 to 3:15 we are in school again.

The Sunday School has undeniably uplifted and strengthened my morals; school has trained my mental capacity; work and exercise has built me up physically.

Athletics have worked a great change in me. I am no longer the undersized and pasty-faced boy I used to be. Three years of football, baseball and athletic meets, skating, swimming and such sports have built me up.

Mooseheart has given me the most valuable thing on earth—good health. It has given me a splendid education, a good trade and has made me a God-fearing citizen of the United States.

Mooseheart GIVES EACH STUDENT A HIGH-SCHOOL EDUCATION; TEACHES EACH STUDENT THE TRADE FOR WHICH HE OR SHE IS BEST ADAPTED; FITS THE CHILD FOR THE BATTLES OF LIFE.

PURITY, AID and PROGRESS

ARE THE THREE NOBLE PRINCIPLES UPON WHICH OUR ORDER IS FOUNDED. A SERIOUS AND SOLEMN INITIATORY CEREMONY, WITH **ALL** HORSE-PLAY ELIMINATED. WE MEASURE MEN BY WHAT THEY **ARE**, NOT BY WHAT THEY **HAVE**.

QUALIFICATIONS—

All white men who believe in a Supreme Being, who are in sound mind and body, in good standing in his community, and engaged in a lawful occupation, are invited to membership.

AGE LIMIT—

Beneficiary members over 21 and not over 50 years of age. Non-Beneficiary or (Social) members over 21.

Regular initiation fee **$25.00**
Special dispensation allows us to enroll members for this class at **$10.00**

NON-SECTARIAN. NON-POLITICAL.
ASK ANY MAN WHO WEARS A MOOSE BUTTON.

W. L. Mackenzie King Papers
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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27556

'Seeing is Believing!

M. L. CLAWSON
ATTORNEY-AT-LAW
Suite 714 Odd Fellows Building
Phones: Old, Main 879. Res. Wash. 2690

Indianapolis, Ind., Dec. 7, 1918.

Mr. W. H. Anderson, Sec'y,
Loyal Order of Moose,
North Delaware Street,
Indianapolis, Indiana.

My Dear Sir and Friend:

Please find enclosed check and application for admission to the Loyal Order of Moose.

Herewith my reasons:

This week I visited Mooseheart as the guest of Dr. Nichols, the chief physician in charge. This visit so impressed me that I feel impelled to ask for admission to your Order.

Your one thousand acres of land with magnificent buildings of shelter, your hospital buildings, your dormitories and cottages filled with ruddy-faced girls and boys cannot fail to impress any one whose heart throbs for humanity.

This is the most wonderful and interesting advertisement for your order, not only an advertisement but an everlasting monument to the human impulse of the membership of your Grand Organization.

It has so favorably impressed me that I have decided to ask for admission, and herewith you will find check as above indicated for same.

To see these happy children, to see that they are being properly clothed and housed and educated; to see the glint of sunshine in their faces, the song of happiness in there hands, is indeed an inspiring and uplifting sight. It is worth an effort to be allowed to aid and participate in this great service. May I beg of you to accept my application to become a member of your fraternity.

Very respectfully yours,
M. L. CLAWSON.

Leigh H. Hunt.

W. Lee Provol

Deputy Supervisor

4115 West Pine Boulevard. St. Louis, Mo.
Lindell 3571-W



WE PAY $7.00 per week sick and accident benefit.
$100.00 burial gift.

Mooseheart

Cares for and educates children of deceased members.

Provides a home for aged and infirm Moose.

How positive are you that your insurance policy will provide a roof over your children until they can provide their own?

Better Than The Best Insurance

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27557

READ CAREFULLY

Carlinville Lodge No. 1481 LOYAL ORDER of MOOSE have an Open Charter for a short time. Initiation fee now only $10.00 (including examination.)

Under closed charter the fee is $25.00. Dues are $2.50 every three months. Benefits $7.00 per week for sickness or accident and $100.00 funeral benefit. Our

Grand Mooseheart Home

Located 37 miles west of Chicago, Illinois

cares for and educates the children of deceased members and provides a home for the widows, aged and infirm members.

Join at once while you have the opportunity for a fee of only ten dollars which gives you the best of protection. Have any of the members write your application or see me.

Respectfully,

L. H. HUNT, Deputy Supervisor

Membership over One-half Million and 1600 Lodges in the U. S.

W. L. Mackenzie King Papers
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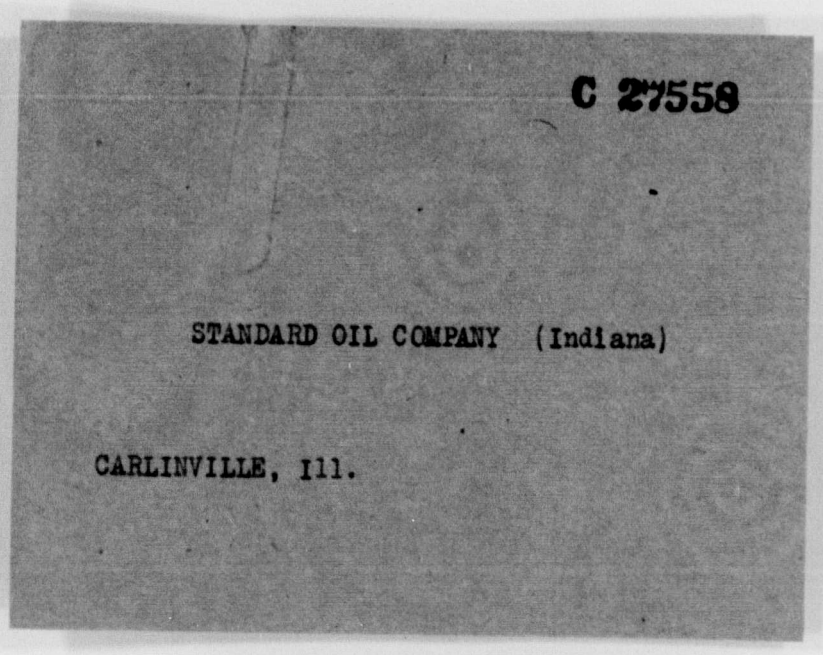
C 27558

STANDARD OIL COMPANY (Indiana)

CARLINVILLE, Ill.

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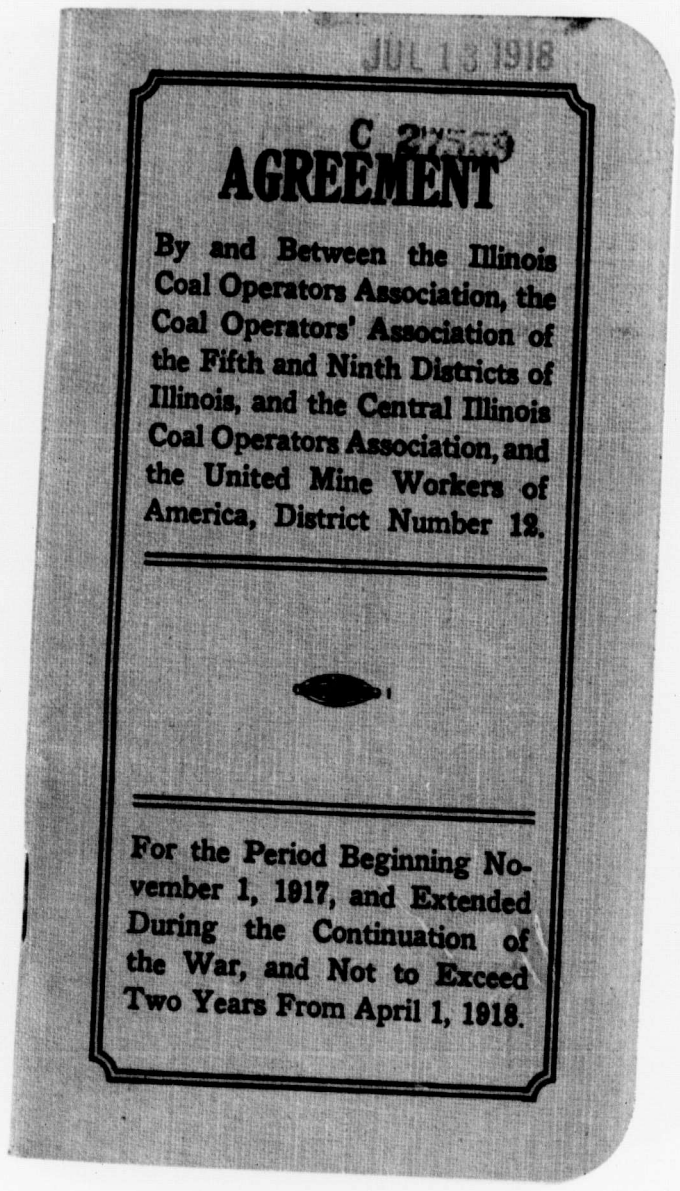
CANADA


JUL 13 1918

C 27573

AGREEMENT

By and Between the Illinois Coal Operators Association, the Coal Operators' Association of the Fifth and Ninth Districts of Illinois, and the Central Illinois Coal Operators Association, and the United Mine Workers of America, District Number 12.

For the Period Beginning November 1, 1917, and Extended During the Continuation of the War, and Not to Exceed Two Years From April 1, 1918.

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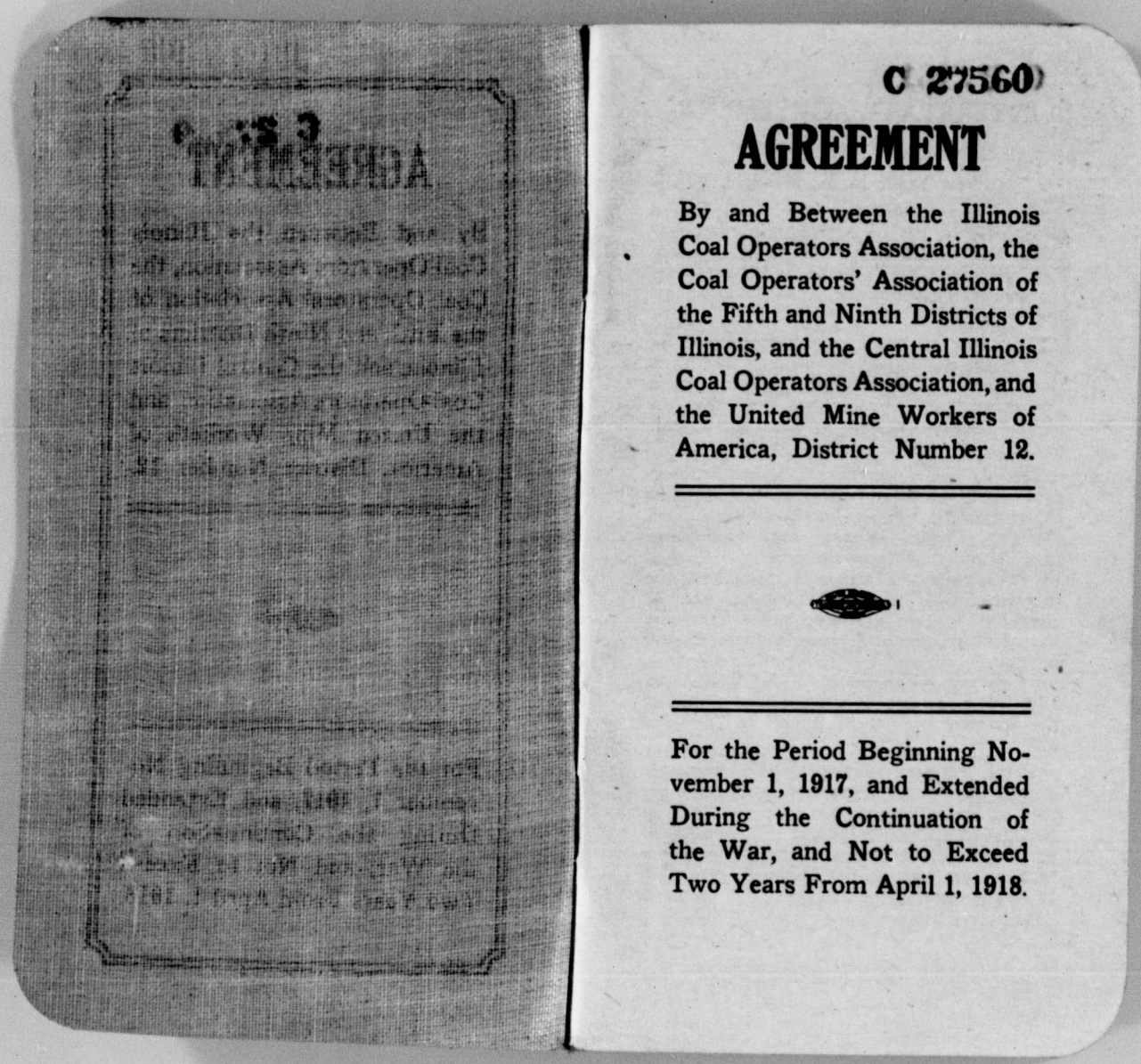
PUBLIC ARCHIVES PUBLIQUES
CANADA



C 27560

AGREEMENT

By and Between the Illinois Coal Operators Association, the Coal Operators' Association of the Fifth and Ninth Districts of Illinois, and the Central Illinois Coal Operators Association, and the United Mine Workers of America, District Number 12.

For the Period Beginning November 1, 1917, and Extended During the Continuation of the War, and Not to Exceed Two Years From April 1, 1918.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

C 27561

INTERSTATE AGREEMENT

New York, N. Y., March 9, 1916.

The following agreement made and entered into this 9th day of March, 1916, covering prices and conditions of mining in Western Pennsylvania, Ohio, Indiana and Illinois for the two years beginning April 1, 1916, and ending March 31, 1918, to-wit:

First, all coal shall be weighed and paid for on a mine-run basis, except that the Block Coal District of Indiana shall continue upon the present screen coal basis, and that the pick-mining rate therein be advanced 5 cents per ton and machine mining 4 cents per ton.

Second, the pick-mining rate in the thin-vein district of Western Pennsylvania shall be 67.64 cents per ton and in the Eastern Ohio, Hocking, Cambridge and Amsterdam-Bergholz Districts of Ohio the mining rate shall be 67.64 cents per ton, and throughout the balance of Ohio the pick-mining rate shall be advanced 3 cents per ton, unless otherwise agreed to in joint conference by operators and miners in any of the sub-districts or scale districts within the State; in the Bituminous District of Indiana 64 cents per ton; and in the Danville District of Illinois 64 cents per ton.

Third, machine mining in the thin-vein district of Western Pennsylvania 50 cents per ton; in Ohio 50 cents per ton; in the Bituminous District of Indiana chain machine mining 52 cents per ton and punching machines 54 cents per ton; in the Danville District of Illinois 54 cents per ton.

 C 27562

Fourth, all day labor, dead work, yardage and room turning advanced five per cent on existing prices.

Fifth, an eight-hour day means eight hours' work in the mine at usual working places for all classes of inside day labor. This shall be exclusive of the time required in reaching such working places in the morning and departing from the same at night.

Drivers shall take their mules to and from stables, and the time required in so doing shall not include any part of the day's labor, their work beginning when they reach the change at which they receive empty cars, but in no case shall the driver's time be docked while he is waiting for such cars at the point named.

When the men go into the mine in the morning they shall be entitled to two hours' pay, whether or not the mine works the full two hours. But after the first two hours the men shall be paid for every hour thereafter by the hour, for each hour's work or fractional part thereof. If for any reason the regular routine work cannot be furnished the inside labor for a portion of the first two hours the operators may furnish other than the regular labor for the unexpired time.

Sixth, all internal differences are hereby referred to the various districts for settlement with the understanding that only by mutual consent shall anything be done in sub-district, district or wage scale conventions that will increase the cost of production or decrease the earning capacity of the men. All rules now incorporated in existing contracts shall remain in force unless changed by agreement between operators' and miners' representatives.

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Seventh, all district organizations herein represented shall take up the question of preparation of coal and adopt such rules and regulations with proper penalties as will best suit the conditions of each district herein represented.

Eighth, a joint commission of three miners and three operators shall be appointed by the two organizations (Illinois miners and operators associations) who are hereby given authority to establish the proper machine mining rates in the long-wall mines of Northern Illinois without regard to existing machine differentials.

Resolved, that an interstate joint conference be held prior to April 1, 1918, the time and place of holding such meeting is referred to a committee of two operators and two miners from each state herein represented together with the international officers of the United Mine Workers organization.

For U. M. W. of A.:

Western Pennsylvania:
VAN BITTNER,
F. P. HANAWAY.

Ohio:
JOHN MOORE,
G. W. SAVAGE.

Indiana Bituminous:
JOHN P. WHITE,
WILLIAM GREEN.

Indiana Block:
LAWRENCE BRAMLETT,
ED. HAVERKAMP.

Illinois:
FRANK FARRINGTON,
FRANK HEFFERLY.

JOHN P. WHITE, Pres.,
FRANK J. HAYES, Vice Pres.,
WILLIAM GREEN, Secy.,
(For U. M. M. of A.)

For the Operators:

Western Pennsylvania:
J. A. DONALDSON,
G. W. SCHLEUDERBERG.

Ohio:
S. H. ROBBINS,
C. E. MAURER.

Indiana Bituminous:
P. H. PENNA,
M. L. GOULD.

Indiana Block:
W. M. ZELLER.

Illinois:
C. M. MODERWELL,
H. C. PERRY.

J. C. KOLSEM, Chairman,
WILLIAM GREEN, Secy.,
(Of Joint Conference.)

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C 27565

The Foregoing Agreement Was Amended By the Interstate Joint Conference Which Met in New York, April 10, 1917, in the Following Manner, To-wit:

AGREEMENT

Entered Into by Joint Interstate Conference in New York, April 17, 1917.

1st. That pick and machine mining be advanced ten cents per ton in the states and districts comprising the central competitive field; and that the screen coal mining price in the Block Coal Field of Indiana be advanced in proportion to the mine-run prices herein agreed to.

2nd. That all day labor now receiving $2.98 and $3.00 per day be advanced to $3.60 per day.

3rd. That monthly men and all other classes of labor employed in and around the mine be advanced sixty (60) cents per day except as follows:

Trappers shall receive $1.90 per day, and all boys now receiving $1.57 per day or less shall be advanced to $1.90 per day.

No advance shall be paid on dead work or yardage.

This advance shall become effective April 16, 1917, and continue until March 31, 1918:

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For U. M. W. of A.:

Western Pennsylvania:
PHILIP MURRAY,
THOMAS R. METCALF.

Ohio:
JOHN MOORE,
G. W. SAVAGE.

Indiana Bituminous:
EDWARD STEWART,
WILLIAM MITCH.

Indiana Block:
ED. HAVERKAMP,
JAMES J. McKINNEY.

Illinois:
FRANK FARRINGTON,
HARRY FISHWICK.

JOHN P. WHITE, President,
FRANK J. HAYES, Vice President,
WILLIAM GREEN, Secretary.

For the Operators:

Western Pennsylvania:
J. A. DONALDSON,
T. W. GUTHRIE.

Ohio:
S. H. ROBBINS,
MICHAEL GALLAGHER.

Indiana Bituminous:
P. H. PENNA,
J. K. DERING.

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Indiana Block:
JOHN CHESTERFIELD.

Illinois:
E. T. BENT,
H. C. PERRY.

J. C. KOLSEM, Chairman,
WILLIAM GREEN, Secretary,
(Of Joint Conference.)

ENGINEERS' AGREEMENT.

The third paragraph applies to engineers and is as follows:

"That monthly men and all other classes of labor employed in and around the mine be advanced sixty (60) cents per day."

Three resolutions adopted by the joint conference are printed below:

The United Mine Workers of America regard contracts between operators and miners as sacred and binding. It is of supreme importance that agreements be maintained inviolate. Right relations between coal operators and coal miners can be maintained only when agreements honorably entered into are religiously observed.

As representatives of the United Mine Workers it is our purpose to educate and instruct the membership regarding the necessity of complying with contract provisions. If individual members or local unions of the United Mine Workers of America disregard contract provisions and by so doing attempt to enforce demands which in effect abrogate

or violate a contract in any manner whatsoever, we will require such members or local unions to observe the contract, and in case they fail to do so they will be expelled from membership in the United Mine Workers of America.

This statement is made because we realize that it is the duty of the representatives of the organization to require its membership to observe to the fullest extent all the provisions of the joint agreement between the coal operators and coal miners.

The practice of voluntarily paying more than the contract price, either by bonuses or otherwise, which is done ordinarily for the purpose of enticing employes from other mines, and thereby creating discord and disorder in the coal industry, is condemned. It will therefore be assumed in future joint conferences convened for scale making purposes that all bonuses or advances in excess of wages provided in contract were paid because of physical conditions in or around mines where such methods are practiced, and the wages so paid shall be considered the base price for such mines.

1st. Whereas a state of war exists in the United States of America.

2d. A Council of National Defense has been created by the Government.

In a report unanimously adopted by the Council and made public last week by the Labor Committee representing that body the following declaration is made:

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"The defense and safety of the nation must be the first consideration of all patriotic citizens."

The report then proposes that whenever emergencies arise requiring a change of standards such changes should be made only after investigation and approval by the Council of National Defense. It is understood that the intent of this action is to prevent industrial disputes while the nation is at war.

3d. The welfare of the nation demands that there be no curtailment of coal production during war time and inasmuch as this Conference of Operators and Miners is representative in a large measure of the coal industry of the nation and is familiar with the labor problems that are peculiar to that industry, and because of the experience gained as a result of close association during many years of conducting business under the joint wage agreement system it is eminently fitted in our judgment, to lend such assistance to the Council of National Defense as will assure them of the patriotic co-operation of both capital and labor in the coal mining industry, to the end that industrial harmony and unhampered production may prevail during the critical period while our country is at war.

For these reasons we ask your favorable consideration of the following resolution:

Be It Resolved by the coal operators and mine workers represented in the Joint Interstate Conference of the Central Competitive Field that we offer to the Council of National Defense our support and co-operation; that a committee be appointed consisting of five operators, to be selected by the coal operators represented in this conference, and five

mine workers, to be selected by the United Mine Workers of America.

This committee will be empowered to enlarge its membership or take such other action to entend its scope beyond the confines of the Central Competitive Field as expediency and the exigencies may justify.

The committee when selected will meet and organize and will offer its services to the Council of National Defense, and if such offer is accepted will endeavor to render such service to the nation in maintaining the production of coal and in enlisting the maximum co-operation of employers and employes represented in the coal mining industry, so as to meet the requirements and needs of the national government as set forth by the Labor Committee of the Council of National Defense.

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A Further Amendment to the Interstate Agreement Was Made By the Interstate Joint Conference Which Convened in Washington, D. C., on September 25, 1917, Which Reads as Follows:

SUPPLEMENTAL AGREEMENT

WASHINGTON, D. C.

October 6, 1917.

The following agreement, supplemental to the existing Interstate and District Agreements, is entered into with the hope and belief that the advance in wages will result in an increased production of coal and the abolition of local strikes.

It is agreed—

1st. That the mining prices for mining mine-run coal, pick and machine, in the present contract be advanced 10 cents per ton.

In the Block Coal Field of Indiana the screen coal price to be advanced 12½ cents per ton.

2d. That all day labor and monthly men except trappers and other boys be advanced $1.40 per day. Trappers to be advanced 75 cents per day. Boys now being paid more than $1.90 per day and less than men's wages shall be advanced $1.00 per day.

3d. That all yardage, deadwork and room turning be advanced 15 per cent.

4th. Subject to the next biennial convention of the United Mine Workers of America,

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the Mine Workers' representatives agree that the present contract be extended during the continuation of the war, and not to exceed two years from April 1, 1918.

Whereas, Stoppage of work in violation of the agreement has become so serious as to menace the success and perpetuity of the U. M. W. of A. and our joint relations, this conference instructs the respective district executive boards to meet the operators in their various districts for the purpose of agreeing on a penalty clause where none now exists, and if necessary meet to amend and strengthen existing clauses so as to make the penalty more effective in preventing strikes and violations of agreements.

All fines provided for in all agreements shall be automatically collected, and any operator failing to collect and forward to proper parties such fine shall pay a penalty of $2.00 for each employe subject to be fined, the same to be collected and retained in the miners' district organization. And in no case shall any fine be refunded except by mutual agreement of the accredited representatives of the operators and miners.

It is further agreed that where any employe enters suit in the civil courts to recover any fine collected in accordance herewith the district organization shall reimburse the operator for expense incurred on account of such suit.

This Agreement is subject to and will become effective only on the condition that the selling price of coal shall be advanced by the United States Government sufficient to cover the increased cost in the different districts affected, and will take effect on the first day of the pay period following the order advancing such increased prices.

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Signed:

OPERATORS:

Illinois:
JOHN P. REESE,
E. T. BENT.

Indiana Bituminous Coal Operators' Association:
W. J. FREEMAN, President.
P. H. PENNA, Secretary.

Ohio:
S. H. ROBBINS,
MICHAEL GALLAGHER.

Pennsylvania:
J. A. DONALDSON,
J. W. GUTHRIE.

MINERS:

FRANK FARRINGTON,
HARRY FISHWICK,
ED. STEWART,
WM. MITCH,
JOHN MOORE,
G. W. SAVAGE,
PHILIP MURRAY,
ROBERT R. GIBBONS.
JOHN P. WHITE, President.
FRANK J. HAYES,
Vice President.
WM. GREEN, Secretary.

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AGREEMENT

For Period Beginning November 1, 1917 and Extended During the Period of the War and Not to Exceed Two Years From April 1, 1918.

The prices for pick mined coal, per ton of 2,000 pounds, throughout the State of Illinois, shall be as follows:

First District.

Streator, Cardiff, Clarke City, Fairbury and associated mines, including Toluca thick vein $0.93
(Note.—The matter of the clay parting at Streator to be referred back for local settlement.)

Third Vein and associated mines, including third vein at Streator, including twenty-four inches of brushing 1.13

Wilmington and associated mines, including Bloomington thin vein, including brushing 1.18
(Note.—In Bloomington where a miner takes a new branch and there is an open space of two feet cleaned up along the face it shall be considered in good working condition. When soapstone is loaded in accordance with specifications provided in Bloomington local agreement and weighs either under or over 4,000 pounds, it shall be paid for at its actual weight on a pro rata basis of 22.5 for 4,000 pounds.)

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Signed:

OPERATORS:

Illinois:
JOHN P. REESE,
E. T. BENT.

Indiana Bituminous Coal Operators' Association:
W. J. FREEMAN, President.
P. H. PENNA, Secretary.

Ohio:
S. H. ROBBINS,
MICHAEL GALLAGHER.

Pennsylvania:
J. A. DONALDSON,
J. W. GUTHRIE.

MINERS:

FRANK FARRINGTON,
HARRY FISHWICK,
ED. STEWART,
WM. MITCH,
JOHN MOORE,
G. W. SAVAGE,
PHILIP MURRAY,
ROBERT R. GIBBONS.
JOHN P. WHITE, President.
FRANK J. HAYES,
Vice President.
WM. GREEN, Secretary.

AGREEMENT

For Period Beginning November 1, 1917 and Extended During the Period of the War and Not to Exceed Two Years From April 1, 1918.

The prices for pick mined coal, per ton of 2,000 pounds, throughout the State of Illinois, shall be as follows:

First District.

Streator, Cardiff, Clarke City, Fairbury and associated mines, including Toluca thick vein $0.93
(Note.—The matter of the clay parting at Streator to be referred back for local settlement.)

Third Vein and associated mines, including third vein at Streator, including twenty-four inches of brushing 1.13

Wilmington and associated mines, including Bloomington thin vein, including brushing 1.18
(Note.—In Bloomington where a miner takes a new branch and there is an open space of two feet cleaned up along the face it shall be considered in good working condition. When soapstone is loaded in accordance with specifications provided in Bloomington local agreement and weighs either under or over 4,000 pounds, it shall be paid for at its actual weight on a pro rata basis of 22.5 for 4,000 pounds.)

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Cherry, Bureau County, Middle Vein, (Saint Paul Coal Company)..... .93
Bloomington thick vein 1.08
Pontiac, including twenty-four inches of brushing 1.18
Pontiac top vein ..... .93

(Note.—That a committee of two on each side be appointed to take up the matter of compensation which the men say they have not been paid at the Pontiac mine and which should have been applied on the six cents paid for clay slips and horsebacks, with power to adjust the dispute.)

Marseilles 1.44
Morris, long wall, Wilmington conditions 1.35
Morris, room and pillar 1.50
Seneca, long wall (See local agreement) 1.28

(Note.—It is agreed there shall be in the record the old stipulation, the right to take up for investigation and adjustment the rate at Seneca on a showing that conditions have changed.)

The committee appointed to consider the dispute at Pontiac shall also take up the Seneca question as to whether or not conditions have changed.

Cornell, long wall, third vein conditions 1.13
Cornell, room and pillar 1.01

Second District.

Danville, Westville, Grape Creek and associated mines in Vermillion County $0.84

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Third District.

Springfield, Dawson and associated mines $0.847
Lincoln and Niantic ..... .88
Colfax ..... .88

Fourth District.

Mines on the C. & A., south of Springfield, to and including Carlinville; including Taylorville, Pana, Tower Hill, Litchfield, Hillsboro, Witt (Paisley), Divernon, Pawnee, Nokomis and Kincaid $0.84
Assumption, long wall, including twenty-four inches of brushing 1.10
Moweaqua, room and pillar ..... .88
Decatur, long wall, present conditions. .99
Decatur, room and pillar..... .93

Fifth District.

Glen Carbon, Belleville and associated mines, to and including Percy, Pinckneyville, Willisville and Nashville...$0.84
Coal five feet and under ..... .89

Sixth District.

DuQuoin, Odin, Sandoval, Centralia and associated mines $0.80
Salem and Kinmundy ..... .85

Seventh District.

Mt. Vernon $0.85
Jackson County ..... .60

(All coal five feet and under, five cents extra per ton; this not to apply to lower bench nor rolls or horsebacks.)

Lower bench, Jackson County, for shipping mines, miners to carry fourteen inches of brushing ..... .93
Saline, White and Gallatin County.... .80
Williamson and Franklin County..... .80

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Eighth District.

Fulton and Peoria Counties, thin or lower coal (third vein conditions)	$1.13
Fulton and Peoria Counties, No. 5 vein	.91
Astoria No. 5 vein (Fulton and Peoria Counties conditions)	.91
Fulton and Peoria Counties, No. 6 vein (with Kewanee and Etherly conditions, undercutting and wedging the coal; and if they cannot obtain members of the U. M. W. of A. to mine the coal under these terms and conditions, it shall be the privilege of the operators to call for a meeting of the Joint Executive Boards of the miners and operators, and said Joint Executive Boards shall fix a rate for shooting coal in that seam)	1.00
Gilchrist, Wanlock, Cable and Sherrard and Silvis mines and Ellisville, 95 cents per ton with last year's conditions except as herein provided. In case of deficient work, where miner and mine manager cannot agree as to compensation, the mine committee shall be called in, and, if they cannot agree the dispute shall be carried up under the Thirteenth Clause of the present scale.	
Kewanee, Etherly and Wyoming	1.00
Pekin, shipping mines only	.91

Ninth District.

Mount Olive, Staunton, Gillespie, Benld, Sorento, Coffeen and Worden, and mines on the Vandalia line as far east as and including Smithboro, and on the B. & O. S. W. as far east as Beckemeyer	$0.84
Coal five feet and under	.89

Contract Based on Existing Mining Laws.

First. This contract is based upon existing mining laws and neither party to the same shall initiate or encourage the passage of laws pertaining solely to the mining industry that would in any manner affect the obligation of this contract or abrogate any of the provisions unless such proposed laws be mutually agreed to by the parties hereto, or be recommended by the Mining Investigation Commission appointed under the laws of the State of Illinois, the parties hereto agreeing to unite in securing the continuance of such commission during the life of this agreement. The foregoing does not apply to proposed legislation relating to the industries of the state in general.

Employes Exempted From Jurisdiction of the U. M. W. of A.

Second. No scale of wages shall be made by the United Mine Workers for mine manager, mine manager's assistant or assistants, not to exceed three (3) in Class A mines, top foreman, company weighman, boss drivers, night boss, head machinist, head boilermaker, head carpenter, head electrician and night watchman. The authority of the operator to hire and discharge may be delegated to the mine manager, top foreman, boss driver and night boss. The term "assistant" shall only apply to such as are authorized to act in that capacity.

In mines of large capacity or large area, or where gas is generated in dangerous quanties, or other dangerous conditions exist, the right to hire additional assistants shall be recognized. In the event of a dispute arising

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in regard to the employing of such additional assistants, the matter shall be taken up as provided in Section Thirteen of this agreement. Where assistants persistently do work for which a scale is made, except in emergency where members of the U. M. W. of A. are not available, they shall be deposed.

The night watchman shall be exempt when employed in that capacity only. The terms "head carpenter," "head electrician" and "head machinist" shall apply only to such as have general charge of carpentry, electrical or machine work at two or more mines, or at one mine and one or more washing plants.

No Market Restrictions.

Third. Any operator paying the scale rate of mining and day labor under this agreement, shall at all times be at liberty to load any railroad cars whatever, regardless of their ownership, with coal and sell and deliver such coal in any market and to any person, firm or corporation that he may desire.

Quality of Mine-Run Coal. Pushing Coal by Miners Prohibited.

Fourth. The scale of prices for mining per ton of two thousand pounds, run-of-mine coal herein provided for, is understood in every case to be for coal practically free from slate, bone and other impurities, loaded in cars at the face, weighed before screening, and that the practice of pushing coal by the miners shall be prohibited.

In panel and room and pillar work the operator shall deliver and the miners shall accept the empty car at the nearest switch to the man's working face from which no loaded car is pulled on the same trip with his own, but where unusual conditions make it impossible

for the miner or miners loading coal in said place to push the car to the face, then the company shall deliver said car to the face.

In long wall mines, under ordinary conditions, the present system of delivering empty cars shall remain unchanged, provided that in entries where there are six or more working places empty cars shall be delivered in a switch not more than three switches from the room for which they are intended.

Mining and Shooting to be According to State Mining Law.

Fifth. (a) Whether the coal is shot after being undercut or sheared by pick or machine, or shot without undercutting or shearing, the miners must drill and blast the coal in accordance with the state mining law of Illinois, in order to protect the roof and timbers and in the interest of general safety. Any miner who clearly violates the letter or spirit of this paragraph may be discharged.

(b) The system of paying for coal before screening was intended to obviate the many contentions incident to the use of screens, and was not intended to encourage unworkmanlike methods of mining and blasting coal, or to decrease the proportion of screened lump, and the operators are hereby guaranteed the hearty support and co-operation of the United Mine Workers of America in disciplining any miner who from ignorance or carelessness, or other cause, fails to properly mine, shoot and load his coal.

(c) That all bug dust or machine coal cuttings when practically free from impurities be loaded out with the snubbings or other coal so as to produce a merchantable mine-run coal.

The above does not contemplate any change in the present method of handling bug dust

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or machine cuttings in Franklin County, or other mines where it is necessary to load same out before shooting the coal, as a protection against explosions or fire.

Where the operator desires the bug dust loaded out separately this shall be done by the miner working in the place during his regular shift at the regular tonnage price and the company shall furnish cars promptly to load same.

(d) Wherever it is practicable the miners shall shoot the coal with two pounds of powder or less. Where a dispute arises as to the practicability of shooting the coal with two pounds of powder, such dispute shall be taken up and settled by the two organizations as provided in this contract.

(e) It is hereby agreed that the cost of firing shots during the life of this contract shall not exceed the cost per ton for the same work during the previous contract. It is understood that this clause does not mean that the operator can avoid paying for the work actually necessary to be done by the shot firers. It is also agreed that there shall be no shot firers in mines where coal is undercut by hand or machines, except as mutually agreed. Where conditions in the past have necessitated shot firers they will be continued; where conditions develop that they are not necessary, they can be discontinued.

(f) The shot firers shall go into the mine two hours before the regular quitting time to satisfy themselves by examination and inspection of the shots to be fired that they have been properly placed and prepared. When examining shots the shot firers shall work single; when firing shots they shall work double.

(g) The question as to whether squibs or fuse shall be used is left to the discretion of the mine manager, shot firers and miners in the respective mines where shot firers are employed. Wherever a dispute arises between mine manager, shot firers and miners relative to the advisability of using fuse or squibs the same shall be taken up under the provisions of Section 13 hereof.

(h) Where but few miners are employed, the operator shall have the right to designate two practical miners as shot firers at the regular hour rate for time actually worked.

(i) The miners shall continue to assume all responsibility heretofore resting upon them for the care of the working places and the proper character and placing of the blasting shots; and that at the small mines, where the law makes it necessary to employ an additional engineer, it will be the privilege of the operator to put on a man to act as such engineer who shall fire, or watch the plant, or do such other work as is now being done by the fireman or night watchman at the wages of third engineer; and that any shot firer can be appointed bottom bell man, to bell away shot firers; and that in case of wet holes that will not stand if charged and tamped by the miners, the shot firers will attend to charging and tamping said holes.

(j) Upon the recommendation of the joint powder commission provided for in paragraph (8) hereof the joint Executive Boards shall have authority to recommend the use of any shot firing device and establish the regulations concerning the same; or at its discretion to require its use. It shall also have authority to permit the use of any mechanical device as

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a substitute for explosives in cases where the operator and miners locally can agree thereupon.

Penalties for Loading Impurities.

Sixth. (a) In case slate, bone, clay, sulphur and other impurities are sent up with the coal by a miner, it shall be the duty of whomever the company shall designate as inspector to report the same, with the estimated weight thereof, and the miner or miners so offending shall have such weight deducted from the established weight of the car, and for the first offense in any given calendar month shall be fined 50 cents; for the second offense in the same calendar month, he or they shall, at the option of the operator, be fined $1.00, and for the third or any subsequent offense in the same calendar month he or they may be fined $2.00 or be suspended for not to exceed three days of mine operation.

(b) For a malicious or an aggravated case, for the first or any subsequent offense, the operator may either indefinitely suspend or discharge. A malicious or aggravated case is one in which the quantity, character or appearance, of the impurities indicate that they were loaded with intentional carelessness or wrong purpose. In case of discharge for an aggravated case, as above, the inspector shall preserve the impurities for seventy-two hours, Sundays and legal holidays excepted. All impurities subject to being docked shall be preserved for the balance of the working day, except at mines where it is impossible to do so without seriously impeding the mine. Where it is claimed by the operator that to so preserve the impurities will seriously impede the output of the mine or where it is claimed by the miner that the case is not a malicious or

aggravated one the question shall be taken up jointly for determination.

(c) The company weighman shall post in a conspicuous place at the pit head the names of all miners dealt with hereunder.

(d) The inspector designated by the operator shall be a man of practical experience in or around the mines and, provided he does not perform any work for which a scale of wages is jointly made, shall not be a member of the U. M. W. of A., and in the discharge of the duties herein specified shall not be subject to the jurisdiction of the local union, or president, or pit committee, and against any miner or committeeman, seeking in any way to embarrass the inspector in or because of the discharge of such duties, the provisions of the miners' state constitution shall be invoked, and in addition he shall, at the option of the operator, be suspended for two working days.

(e) In case it shall be alleged by either the local representative of the miners, or by the operator, that the inspector is not properly performing his duties hereunder, it shall be so reported to the miners' District Board Member, who shall, within twenty-four hours after the receipt of notification, take it up with the superintendent of the company for adjudication, and, if it shall be found that the inspector is not faithfully performing such duties, he shall be discharged or transferred to other duties, as the operator may elect.

(f) The proceeds of all fines collected hereunder shall be paid to the miners' District Secretary-Treasurer, and shall be accompanied by a statement showing the check numbers and names of the miners docked, which statement shall be attested by the miners' checkweighman, and under no circumstances shall

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any such fines be refunded unless agreed to jointly.

The foregoing is designed to secure to the operator the loading of clean coal, while protecting the miner from any abuse of the penal provisions.

Pay Days and Statements of Account.

Seventh. The miners are to be paid twice a month in lawful money, the balance due them in cash or in par checks as hereinafter provided. The days of pay to be on the 15th, for the last half of the previous month, and on the 30th, for the first half of the current month; provided, that where the operator has three or more mines paid from the same office, the different mines may be paid in rotation, beginning with one day earlier, and ending not more than one day later. In case the pay day herein provided for falls on Sunday or a holiday recognized by the contract, the men shall be paid the day previous. Statements shall be issued to all employes not later than the 12th and 27th of each month respectively. Each statement shall show specifically his account as it appears on the pay roll. No commission shall be charged for cash advanced to employes between pay days, and any cash advances between pay days shall be at the option of the operator. Orders on the operator shall be accepted only at his option, and all orders and statements shall be non-negotiable, non-transferable and non-assignable, and shall so distinctly state upon their face.

Upon the request of the Secretary-Treasurer of District 12, United Mine Workers of America, or a duly accredited Traveling Auditor of same, the operator shall furnish two complete identical lists of all employes who for the period of one pay have given any

kind of an order on their wages. One list to be furnished to the State Secretary-Treasurer of the miners' organization, the other to the Secretary of the local. If upon investigation it is found that any employe has received either from the operator or in any other way less than the face value of the order he shall be immediately dealt with by the mine workers' organization in accordance with the provisions of their state constitution, and he shall be discharged by the operator.

When an employe gives the operator two days' notice of his intent to leave his employ he shall be entitled to and shall receive his pay, in cash or par check, within a further period of forty-eight hours, provided (in the case of a miner), he has left his place in proper shape, it being understood, however, that when at the end of a contract period a large number of men shall leave the employ of the operator, the operator shall have a reasonable time in which to make up the statements and pay the men. In case of discharge, an employe shall also be promptly paid the amount due him. No statement shall be issued except for the regular pay roll period or except in case of a man leaving his employ or of discharge, as aforesaid.

In the absence of agreement otherwise, men shall be paid in cash or in par check according to the practice at the various mines heretofore. In case a change is desired by either party to the contract in the present method of paying at any mine the matter shall be taken up for adjustment and settled by the joint organizations.

It is understood that the operator shall have no right to discharge an employe for assignment of wages or garnishees unless the opera-

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tor, by force of law, has been compelled to recognize and pay such assignments to some one other than the employe involved.

Powder—Price and Quality.

Eighth. The price for powder per keg shall be $1.75, the same to be delivered at the face when so requested. The miners shall purchase their powder from the operators provided it is furnished of standard grade and quality; and provided further that other permissible explosives may be used when necessary for the safety of life and property—the permissible explosives shall be furnished at the same relative cost as black powder, the interest of operator and miner alike considered. In determining the powder for a mine, it shall be the purpose to select powder which shall give the best results to the miner and operator alike. A majority of the miners on the pay roll at any mine may file with the operator a written complaint against the powder being furnished by the operator. Such complaint must explicitly state the objections to the powder and must be signed by a majority of the miners. The operator also may file with the pit committee written notice of his desire to change the powder being furnished, stating his reasons therefor. Upon the filing of either complaint or notice, as above stated, a test shall be arranged for as soon as possible and such test shall be conducted under written regulations hereinafter provided for or the regulations may be prescribed by the joint powder commission hereinafter provided for. A joint State Powder Commission, who shall serve during the life of this agreement, shall be constituted, consisting of six members, three

of whom shall be appointed by each executive board, respectively, of whom not less than one on each side, shall possess technical knowledge, and all of whom shall possess either technical or practical knowledge of the use of powder in producing coal. Said Commission shall have full control of all powder tests not settled locally, as herein provided. The Commission shall be empowered to investigate the various phases of the powder question and may negotiate with powder companies for the establishment of standard sizes of powder and the proper branding thereof. It shall be the duty of the Commission to eliminate entirely from cases of powder disputes the participation, openly or otherwise, of representatives of powder companies, and shall by all lawful and proper means seek to secure for both operators and miners uniform deliveries of such powder as is selected as the most suitable in any given case.

In case of a powder dispute arising at any mine as to kind of powder to be furnished under the provisions of this agreement, the dispute shall be first taken up locally by the interested parties and a local test made in order to determine whether the powder used or desired by either operator or miners is best suited or adapted for the use of the mine where the dispute arises. The local test shall be made in accordance with the following rules and regulations as nearly as possible and shall cover a sufficient time and tonnage to give the different powders tested a fair chance to determine their respective value. The powder to be tested shall be agreed upon by both parties to the controversy as being in the judgment of each best suited for use in the mine where the

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dispute arises, the interests of operator and miner alike considered. The kind of powder giving the best results in the opinion of the parties making the test shall be the powder used in the mine during the life of the contract unless otherwise directed by law or unless a radical change occurs in the character or conditions of the coal seam or that a change of powder is mutually agreeable to both parties.

In the conducting of any local tests the following rules shall be observed and enforced, to-wit:

Rule 1. Six members shall constitute the Committee or Commission for making any local tests, unless otherwise specifically agreed to by both operator and the miners; said committee or commission to be composed of three miners selected and authorized to represent the local and three men to likewise represent the operator. In case of additional members participating in any local test each side shall have equal representation.

Rule 2. The drilling of all holes shall be under the direct supervision of one miner and one operator, member of the committee or commission, during the conducting of any test.

Rule 3. One miner and one operator, members of this committee or commission, shall prepare all cartridges and keep a record of the measurements and weights of same, the results of the shots to be figured by weights of the powder used and the condition of the coal after being shot as a basis.

Rule 4. In no case shall the members of the committee or commission who drill or

supervise the drilling of the holes have any knowledge of the powder to be used, or that has been used until after the shots have been exploded.

Rule 5. The members of the committee or commission shall tamp and fire, or have direct supervision of the tamping and firing of all shots during any test.

Rule 6. A record shall be kept, giving the measurements of the face, the number of shots fired, the amount and the kind of powder used, together with the comparative condition of the place and shots.

Rule 7. The holes drilled shall be measured and inspected, when possible, by all members of the committee or commission and shall be placed as nearly as possible in the same direction and depth in order to insure as nearly as possible similar conditions and chances for the different grains or brands of powder to be tested.

Rule 8. In judging the results obtained from any test the interests of the miner and operator alike shall be considered, and if required by either party, a record of the tons of coal produced and the quality of same shall be kept.

Rule 9. The committee or commission shall have the right to require the sealing of any or all full or part kegs of powder in the mines during the conducting of any test and may adopt any other rule or method to insure that no other powder than the powder used by the committee or commission will count or figure in the results obtained by any test made by them.

Rule 10. The committee or commission shall eliminate entirely the participation, openly or otherwise, of men directly or in-

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directly representatives of any powder or powder company. In the event of a powder dispute arising, and the failure of either side to appoint its members of the committee or commission herein provided for within seven days after the complaint is filed, the State President of the organization failing to appoint its members locally shall make the appointment thereof promptly and the committee or commission so appointed shall proceed with the test as herein provided.

In case the committee or commission fails to agree after a test has been made locally, as herein provided, the said Joint Powder Commission shall assume jurisdiction, and the whole data and records of the test shall be submitted to and be reviewed by it, and if all the conditions as above have been observed in conducting the test it shall take the matter up for final decision with power to make any further test it may deem necessary. It is understood and agreed that all the requirements of a local test as above must be complied with before the case can properly come before the Joint Powder Commission.

Said commission may investigate shot-firing devices, the merits of explosives other than powder, and the use of other mechanical agents than explosives for the production of coal, and make recommendations to the two organizations concerning the same.

It is understood that the question of package or kegs in which the powder is shipped be considered in the same way as the powder itself. That the Joint Powder Commission will have access to the powder magazines at all times where disputes arise. That no new shipments of powder be stored

on top of powder on hand, it being the intent to use the powder in the order in which it is received at the mine.

Note: It is understood that the operator will not discriminate against any powder desired by the miners locally which meets the test as to grade and quality herein prescribed, provided it can be furnished at a competitive price and in sufficient quantities for the successful operation of the mine.

Blacksmithing.

Ninth. The price for blacksmithing for pick mining shall be six-tenths of a cent per ton for room and pillar work, and twelve and one-half cents per pay per man, or twenty-five cents per month for long-wall work. Sharpening and drawing out picks, putting button or sumper on scraper, straightening or welding or refacing tamper when battered up, drawing out wedge or fixing sockets when broken, shall be considered a part of blacksmithing without extra charge.

It is understood that the operator shall be responsible for tools lost or broken in the following cases:

(a) When tools are lost as the result of a squeeze and the miner has not been able to protect himself against such loss through proper care in trying to locate a safe place in his working place.

(b) Where a fall occurs, for which the miner is not responsible and his tools are beyond such fall (between the fall and the working face) and the company removes its rails, machines, cars, pipes and wires, but does not remove the miner's tools.

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(c) Where tools are lost under or by falls as above indicated in paragraph (b) when a mine is abandoned or shut down for three or more weeks, without the operator having given the miners notice (except in case of mine explosions or fire) to remove their tools.

(d) In case of a fire in a blacksmith shop wherein tools are being held for sharpening or repair.

(e) When at the instance of a mine manager or his assistant, tools are taken to be used by day men.

The operator shall provide a convenient place underground where the miners shall leave their tools when brought out to be sharpened or repaired and where they shall receive them when returned from the blacksmith shop. When tools are sent to the surface to be sharpened or repaired they shall be immediately taken to the blacksmith shop, and where men are not in charge of such shop, locked up. It is understood that when such a place is provided and tools are handled as herein specified, this record will have been complied with.

Inside and Outside Day Wage Scale.

Tenth. The inside and outside day wage scale shall be as follows:

Mine examiners, day or night	$5.54
Tracklayers	5.00
Tracklayers' helpers	4.75
Boy trappers, spraggers, couplers and switch throwers employed elsewhere than at the bottom of the shaft or on mechanical haulage after coupled thereto	2.65

Couplers getting $1.57 under agreement effective April 1, 1916, now to receive $2.65 per day.

Boy trappers, spraggers and couplers getting $1.64 under agreement effective April 1, 1916, now to receive $3.24 per day.

Spraggers, couplers and switch throwers, either at the bottom of the shaft or on mechanical haulage after coupled thereto, 5% increase on present rates plus the advances allowed by the New York and Washington agreements.

Bottom cagers	$5.00
Drivers	5.00
Trip riders and grippers	5.00
Water haulers and machine haulers	5.00
Timbermen, where such are employed	5.00
Pipemen for compressed air plants	4.91
Brushers in long wall mines, Third Vein and Wilmington fields, Northern Illinois	5.00
Other company men in long wall mines of Third Vein and Wilmington fields, Northern Illinois	4.75
Shot firers, per hour	.868
All other inside day labor	4.75
The scale of wages now being paid outside day labor at the various mines in this state shall be the wage scale for that class of labor during the life of this agreement, with a minimum of $4.36 per day. Firemen and stokers shall receive $4.75.	

Record adopted.—That in computing the advance on the various classes of day labor where the rate comes to $2.982 that it be made a rate of $3.00 and that the miners agree to drop the fractions of a cent on all other rates, with the understanding that in computing any future increases or de-

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(c) Where tools are lost under or by falls as above indicated in paragraph (b) when a mine is abandoned or shut down for three or more weeks, without the operator having given the miners notice (except in case of mine explosions or fire) to remove their tools.

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creases the original base rate of the respective classes shall be used as the basis of computation, and that this shall take effect May 1, 1916.

Coal Washeries and Re-Screening Plants.

The U. M. W. of A. shall have jurisdiction over washeries and re-screening plants connected with the mines, except foremen, and jig men at the washeries and repair men at the re-screening plants, and the outside day rate shall apply to all such employes. The matter of overtime shall be optional with the operator. This shall only apply to companies who are parties to this contract.

Definition of Eight-Hour Day for Miners.

Eleventh. (a) The above scale of mining prices is based upon an eight-hour working day, and it is definitely understood that this shall mean eight hours' work at the face, exclusive of noontime, six days a week, or forty-eight hours in the week, provided the operator desires the mine to work, and no local ruling shall in any way affect this agreement, or impose conditions affecting the same.

Overtime for Day Labor.

(b) Any class of day labor may be paid, at the option of the operator, for the number of hours and fractions thereof actually worked at an hour rate based on one-eighth of the scale rate per day. Provided, however, that when the men go into the mine in the morning they shall be entitled to two hours' pay whether the mine hoists coal two hours or not, except in the event that they voluntarily leave their work dur-

ing this time without the consent of the operator, they shall forfeit such two hours' pay. Provided, further, that overtime by day laborers, when necessary to supply railroad chutes with coal by night or Sunday, where no regular men therefor are exclusively employed, or when necessary in order not to impede the operation of the mine the day following, and for work which cannot be performed or completed by the regular shift during regular hours, without impeding the operation of the mine, may be performed and paid for at the same rate per hour.

Division of Work.

Twelfth. After a mine has been idle, except through strike, for a period of thirty days, the miners employed at mines in same locality may at their option share work with those thrown idle, either by doubling up in working places or some other manner mutually agreeable; except there will be no change in men in working places oftener than every six days of operation. When a part of the miners at any mines are thrown idle, as above, for a period of six days of operation they shall be entitled to share with the balance in the work in manner provided, unless provided for otherwise.

Machine runners may share their work with runners so thrown idle, provided they are thoroughly competent to perform same, or they shall be given a place at the face.

Duties and Limitations of Pit Committee Adjustment of Disputes and Grievances.

Thirteenth. (a) The duties of the pit committee shall be confined to the adjustment of disputes between the pit boss and

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any of the members of the United Mine Workers of America working in and around the mine, for whom a scale is made, arising out of this agreement, or any sub-district agreement made in connection herewith, where the pit boss and said miner, or mine laborer, have failed to agree.

(b) In case of any local trouble arising at any shaft through such failure to agree between the pit boss and any miner or mine laborer, the pit committee and the miners' local president and the pit boss are empowered to adjust it; and in case of their disagreement, it shall be referred to the superintendent of the company and the miners' District Board Member; and, should they fail to adjust it, it shall be referred in writing to the officers of the association and commission concerned, and the state officials of the U. M. W. of A. for adjustment. In case any such issue shall be referred to said officers of the association and commission and state officials, each side to the controversy shall present to them, in writing, the question involved, and separately the alleged essential facts in the case, together with the names of witnesses to substantiate the same. In case so referred, it shall be taken up by the representatives of the said officers of the association and commission and the said state officers jointly, who shall thereupon give a hearing to the local representatives of the respective parties to the dispute, and to such witnesses mentioned, as the representatives of either side may produce. After hearing the testimony and arguments, said representatives shall retire and consider the case, and shall within a reasonable time render their decision in writing, if one is reached. Should

no agreement be thus reached, said representatives shall endeavor to agree in writing as to the essential facts governing the case, and if they can not, shall state in writing such facts as are agreed upon, together with such questions of facts as are in dispute, and in addition, the respective reasons for failing to reach a decision.

Neither party to a controversy shall have the right to appeal from any joint decision reached in accordance herewith, but such decision may be set aside by joint action of the two executive boards, and either executive board may require a reviewal of the decision by the joint executive boards, and if not set aside when so reviewed, either executive board may protest it as a precedent. Decisions reached in accordance herewith shall govern like cases during the life of the contract, or future contracts, with like provisions, unless otherwise stipulated in writing in the decision, or, except as protested as herein provided. In case no decision of a case is reached, as last above provided, the dispute shall be either referred in writing to the joint executive boards for adjustment or be submitted to arbitration. In the event that the joint executive boards shall disagree, the dispute shall be submitted to arbitration, provided, however, that, in matters that vitally affect the interests of either organization, or vitally affect the interpretation of the contract, the dispute shall be submitted to arbitration only at the discretion of the joint executive board.

For the purpose of providing full and adequate machinery for the arbitration of disputes as above, a commission shall be

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created consisting of three representatives of the Illinois Coal Operators Association, two representatives of the Coal Operators' Association of the Fifth and Ninth Districts of Illinois, one representative of the Central Illinois Coal Operators Association, and six representatives of the United Mine Workers of America, to be appointed by the respective executive boards, whose duty it shall be to complete its work and put it into effect on or before June 15, 1916. The respective organizations pledge themselves in good faith to endeavor to finally and promptly dispose of every dispute arising hereunder. Independent action may be resorted to only in matters outside of the contract relations; or when the other party to the dispute refuses to submit it to arbitration.

The intent of the foregoing is to obviate the necessity of independent action by either party and to avoid the delay in disposing of disputes existing in the past.

No decision reached hereunder by the authorized representatives of the two organizations shall be reviewed, modified, or set aside, except as provided herein. The officers of the respective organizations may, from time to time, jointly prescribe the forms and procedure for the trial of cases under the foregoing provision, the same not to be inconsistent herewith. In all cases of dispute the miners and mine laborers and all parties involved, shall continue at work, pending a trial and adjustment, until a final decision is reached under the provisions herein set forth.

When Day Men Are to be Furnished by Pit Committee.

(c) If any day men refuse to continue at work because of a grievance which has or has not been taken up for adjustment in the manner provided herein, and such action shall seem likely to impede the operation of the mine, the pit committee shall immediately furnish a man or men to take such vacant place or places, at the scale rate, in order that the mine may continue at work, and it shall be the duty of any member, or members of the United Mine Workers, who may be called upon, by the pit boss or pit committee, to immediately take the place or places assigned to him or them in pursuance hereof.

Duties and Limitations of Pit Committee.

(d) The pit committee, in the discharge of its duties, shall under no circumstances go around the mine for any cause whatever, unless called upon by the pit boss or by a miner or company man who may have a grievance that he cannot settle with the boss; and, as its duties are confined to the adjustment of any such grievances, it is understood that its members shall not draw any compensation except while actively engaged in the discharge of said duties. Any pit committeeman who shall attempt to execute any local rule or proceeding in conflict with any provisions of this contract, or any other made in pursuance hereof, or who shall fail to advise against any shut down of the mine in violation of the contract, shall be forthwith deposed as committeeman. The same rule and penalty shall apply to the local president when acting alone, or when called into any case. The foregoing shall not be construed to prohibit the pit com-

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mittee from looking after the matter of membership dues and initiations in any proper manner.

(e) Every pit committeeman must be an actual employe at the mine where he serves. Members of the pit committee employed as day men shall not leave their places of duty during working hours, except by permission of the operator, or in cases involving the stoppage of the mine.

Right to Hire and Discharge.

(f) The right to hire and discharge, the management of the mine and the direction of the working force are vested exclusively in the operator and the U. M. W. of A. shall not abridge this right. It is not the intention of this provision to encourage the discharge of employes or the refusal of employment to applicants because of personal prejudice or activity in matters affecting the U. M. W. of A. If any employe shall be suspended or discharged by the company, and it is claimed that an injustice has been done him, an investigation to be conducted by the parties and in the manner set forth in paragraphs (a) and (b) of this section shall be taken up promptly, and if it is proven that an injustice has been done, the operator shall reinstate said employe, and when so reinstated such employe shall receive as compensation during the period of his suspension or discharge not to exceed $5.00 per day for the time the mine operated. In such cases where he was employed as a day laborer, if as such day laborer his regular scale wage was less than $5.00 per day, he shall be compensated at the scale rate provided for in this agreement for his regular employment. Provided, however, that should the adjudication of the case be delayed by any

act of the miners or their officials then the company shall not be responsible for more than ten days' compensation. Provided, further, that the employer shall have the option of permitting the accused to continue at work. or in case of discharge or suspension put him back to work, pending the investigation as provided for in paragraphs (a) and (b) of this section. And it is further agreed that the taking up and investigation of discharge cases shall take precedence over all other cases except shut-downs.

(g) It is understood and agreed that there shall be no more than three members on the pit committee at any one mine, except that where the operator gives the night boss the right to hire and discharge the miners may select an additional committeeman to represent them on the night shift. The regular term of the pit committee shall be one year, unless deposed in accordance with this agreement.

Lost Coal on Roadways.

Fourteenth. The company weighman and miners' checkweighman shall keep a record of all allowances made to miners on account of broken cars and also a record of all coal loaded by the company on the mine haulage roads. From this coal shall first be deducted such an amount as has been allowed to the miners on account of broken cars, and the remainder divided equally between the company and the miners' checkweigh fund. Settlement to be made monthly.

Fatal Accidents and Funerals.

Fifteenth. (a) In the event of an instantaneous death by accident in the mine the miners and underground employes shall have the privilege of discontinuing work for the

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remainder of the day; but work, at the option of the operator, shall be resumed the day following and continue thereafter. In case the operator elects to operate the mine on the day of the funeral of the deceased, as above, or where death has resulted from an accident in the mine, the individual miners and underground employes may, at their option, absent themselves from work for the purpose of attending such funeral, but not otherwise. And whether attending such funeral or not, each member of the U. M. W. of A. employed at the mine at which the deceased was employed, shall contribute fifty cents and the operator twenty-five dollars for the benefit of the family of the deceased, or his legal representatives, to be collected through the office of the company. In the event that the mines are thrown idle on account of the miners' or other employes' failure to report for work in the time intervening between the time of the accident and the funeral or on the day of the funeral, then the company shall not be called upon for the payment of the twenty-five dollars above referred to. In case the mine is so thrown idle on said intervening day, employes absenting themselves from work shall be dealt with the same as when a mine is thrown idle without the consent of the operator, other than in order to enforce a demand in violation of the contract. Except in case of fatal accidents, as above, the mine shall in no case be thrown idle because of any death or funeral, but in case of a death of any employe of the company or member of his family any individual miner may, at his option, absent himself from work for the purpose of attending such funeral, but not otherwise.

(b) Any employe absenting himself from work ostensibly to attend the funeral of an

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employe, member of his family, or someone else, who does not attend such funeral, shall be fined $2.50. When any mine is thrown idle for any funeral, pursuant to action of the miners' local organization or officers, or because of a tacit understanding to that effect, each employe idle because thereof shall be fined $2.50. The proceeds of said $2.50 fines shall go either to the family of the deceased or to the district organization as may be jointly agreed upon locally.

Responsibility for Timbering and Deadwork.

Sixteenth. (a) The scale of prices herein provided shall include, in ordinary conditions, the work required to load coal and properly timber the working places in the mine, and the operator shall be required to furnish the necessary timber in rooms or working faces of suitable lengths in accordance with the state mining laws. And in long wall mines, it shall include the proper mining of the coal and the brushing and care of the working places and roadway according to the present method and rules relating thereto, which shall continue unchanged.

(b) If any miner shall fail to properly timber, shoot and care for his working place, and such failure has entailed falls of slate, rock and the like, the miner whose fault has occasioned such damage, shall repair the same without compensation, and if such miner fails to repair such damage he may be discharged.

Any dispute that may arise as to the responsibility, under this clause, shall be adjusted by the pit committee and mine foreman, and in case of their failure to agree, shall be taken up for settlement under the Thirteenth Section of this agreement.

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In cases where the mine manager directs the placing of cross-bars to permanently secure the roadway, then, and in such cases, only, the miner shall be paid at the current price for each cross-bar when properly set.

The above does not contemplate any change from the ordinary method of timbering by the miner for his own safety.

Check-Off.

Seventeenth. The operators will recognize the pit committee in the discharge of its duties as herein specified, but not otherwise, and agree to check off union dues and assessments required by the miners for lawful purposes, subscriptions for the U. M. W. of A. Journal, Harrisburg Chronicle and fines from the miners and mine laborers, when desired, on proper individual or collective continuous order; also uniform assessments for hospital and sick and accidents funds when turned in as dues. It is understood that after the pit expenses for powder, smithing and a proper proportion of mine tools, the operator will give preference to the ordinary dues and assessments; and also not to exceed $5 in any one pay for fines and initiation fee, unless by special agreement with the operator concerned. The operator will furnish to the miners and local representative a statement showing separately the total amount of dues, assessments and fines collected and furnish to the miners' local representative a statement showing in detail those whose dues and assessments have not been collected, and the means of ascertaining that the total amount collected is correct. When such collections are made, card day shall be abolished. In case any fine is imposed,

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the propriety of which is questioned, the amount of such fine shall be withheld by the operator until the question has been taken up for adjustment and a decision has been reached.

Emergency Work and Ordinary Repairs.

Eighteenth. The operators shall have the right in cases of emergency work or ordinary repairs to the plant to employ in connection therewith such men, as in their judgment, are best acquainted with and suited to the work to be performed, except where men are permanently employed for such work. Blacksmiths and other skilled labor shall make any necessary repairs to machinery and boilers.

Construction and Extensive Repairs.

Nineteenth. The erection of head frames, buildings, scale machinery, railroad switches, etc., necessary for the completion of a plant to hoist coal, all being in the nature of construction work, are to be excluded from the jurisdiction of the United Mine Workers of America. Extensive repairs to or rebuilding the same class of work, shall also be included in the same exception. The employes thereon to be excluded, as above, when employed on such work only.

Penalties.

Twentieth (a). When any employe absents himself from his work for a period of two days without the consent of the company, other than because of proven sickness, he may be discharged.

(b) Any employe or employes guilty of throwing a mine idle or of materially reducing the output of a mine, by failure to

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continue at work in accordance with the provisions of this agreement, shall be fined Three ($3.00) dollars each, and for each additional day or part of a day they remain idle, a continuing fine of One ($1.00) dollar per day.

(c) This penalty shall also apply to men who though not formally striking shall without notice, quit work as a subterfuge.

(d) Any operator who shall lock out all or any material part of his employes in order to enforce some condition in violation of this agreement shall be fined One ($1.00) dollar per employe affected for each day or part of a day the mine is thus thrown idle.

(e) All fines provided for in this agreement shall be automatically collected from the pay for the half month in which the violation of rule occurs, or from the first money thereafter due.

(f) All fines collected as above shall be paid, one-half to the State Treasurer of the U. M. W. of A. and one-half to the Secretary-Treasurer of the Coal Operators' Association concerned, and under no circumstances shall any fine so collected be refunded except when mutually agreed to by the two organizations.

(g) Any operator failing to collect and forward to proper parties such fines shall pay a penalty of Two ($2.00) dollars for each employe subject to be fined hereunder, such amount to be collected and retained by the mine workers' district organization.

Machine Differential.

Twenty-first. (a) Except at Danville, where the differential shall be ten cents per ton, the differential for machine mining

throughout the state of Illinois shall be seven cents per ton less than the pick mining rate. It being understood and agreed that the machine mining rate shall include the snubbing of coal either by powder or wedge and sledge, as conditions may warrant, where chain machine is used; but it is understood that this condition shall not apply where two men have, and work in one place only in the same shift, except at the option of the miner; and it shall also be optional with the miner which system of snubbing shall be followed. The division of the machine mining rate, as well as the division on shearing and air or electric drill rates shall be fixed in joint local or joint sub-district meetings.

Shearing Machine and Air or Electric Drills.

(b) The established rates on shearing machines and air or electric drills, as now existing locally, shall remain unchanged for the ensuing term of this contract, and in other mines the matter of a scale for shooting off the solid with air or electric drills be taken up if desired by any operator without any prejudice or influence from what has been done or said heretofore.

Rules for Use of Cage by Employes.

Twenty-second. Any underground employe not on hand so as to go down to his work, before the hour of commencing work, shall not be entitled to go below except at the convenience of the company. When any employe is sick or injured he shall be given a cage at once. When a cage load of men comes to the bottom of the shaft, who have been prevented from working by

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reason of falls or other things over which they have no control, they shall be given a cage at once. For the accommodation of individual employes less than a cage load who have been prevented from working as above, a cage shall be run mid-forenoon, noon and mid-afternoon of each working day; provided, however, that the foregoing shall not be permitted to enable men to leave their work for other than the reasons stated above.

Shaft Sinking.

Twenty-third. The scale for sinkers shall be $5.54 and for shift leaders $5.93 per day.

The scale for top men handling concrete or dirt at sinking mines shall be the same as that of dumpers or top men in the sub-district in which the mine is being sunk. The word "sinker" shall mean a man who drills, fires, digs or loads the refuse, puts in guides and retaining walls in new shafts until the door-heads are in, when the sinking in question shall be considered finished. By that is meant the completely finished shaft to the bottom of the sump.

Repairing or retimbering shafts shall not be construed as sinking unless more than two sets of timbers are needed for such repairs within any fifteen (15) days. Replacing guides or buntons shall not come under sinkers' wages.

Definition of Eight-Hour Day for Day Labor.

Twenty-fourth. (a) All classes of day labor are to work full eight hours and going to and coming from the respective working places is to be done on their own

time. All company men shall perform whatever day labor the foreman may direct. An eight-hour day means eight hours' work at the usual working places, exclusive of noon-time, for all classes of day labor. This shall be exclusive of the time required in reaching such working places in the morning and departing from same at night.

Drivers—Rules to Govern.

(b) Drivers shall take their mules to and from the stables, and the time required in so doing shall not include any part of the day's labor; their time beginning when they reach the change at which they receive empty cars—that is, the parting drivers at the shaft bottom and the inside drivers at the parting—and ending at the same places; but in no case shall a driver's time be docked while he is waiting for such cars at the points named. The inside drivers at their option, may either walk to and from their parting or take with them, without compensation, either loaded or empty cars, to enable them to ride. This provision, however, shall not prevent the inside drivers from bringing to and taking from the bottom regular trips, if so directed by the operator, provided such work is done within the eight hours.

Harnessing and Unharnessing Mules.

(c) The methods at present existing covering the harnessing and unharnessing, feeding and caring for the mules, shall be continued throughout the life of this agreement.

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Yardage and Deadwork.

Twenty-fifth. All yardage and deadwork on which a scale has been established shall be advanced fifteen per cent over the rate obtaining prior to Washington contract.

Record adopted—That in computing deadwork and yardage rates where fractions amount to one-half a cent or more it be considered a full cent and where it amounts to less than one-half a cent the fractions be dropped.

Operators to Keep Places as Dry as Practicable.

Twenty-sixth. (a) The company shall keep the mine in as dry condition as practicable by keeping the water off the road and out of the working places. When a miner has to leave his working place on account of water the company shall employ said miner when practicable to move the water or do company work, provided said miner is competent to do such work, or he will be given another working place equal to the average place of the mine, until such water is taken out of his place.

(b) All permanent metal track shall be laid by the company, and when a miner has to leave his working place on account of such track not being laid through the neglect of the company, it shall employ said miner doing company work when practicable, provided said miner is competent to do such work, or he shall be given another place equal to the average of the mine until such time as such track is laid in his place. Short or skid rails shall be furnished if needed.

Ambulances, Bandages, Etc.

Twenty-seventh. The operators shall keep sufficient blankets, oil, bandages, etc., and provide suitable ambulance or conveyance readily available at each mine to properly convey injured persons to their homes after an accident.

Equal Turn.

Twenty-eighth. The operators shall see that an equal turn is offered each miner, and he shall be given a fair chance to obtain the same. The company shall furnish a turn board or sheet where demanded—except at mines where there is an unlimited turn—so ruled that there will be a numbered horizontal line or space for each driver employed in the mine who has been authorized by the management to have charge of the turn in the run or territory from which he pulls coal. With perpendicular lines at right angles with the above, forming spaces at the top in which shall be marked the days of the month, and it shall be the duty of the above mentioned driver to mark in his designated line or space under proper date, the number of full turns of cars that have been pulled from his territory or run each day he works. There shall be a vertical space ruled or lined on the right hand side of the board for the purpose of totaling the accounts each day, and it shall be the duty of the turnkeeper to see that each drivers' account is totaled each day for the preceding day, before the time of marking turns by the drivers, and at the end of each pay he shall deduct the amount of the lowest turn on the board from the different totaled

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turns, and shall carry forward to the next pay all balances, thereby keeping a continuous turn. It shall be the duty of each driver to keep account of the individual turn and keep same equal in his own run or territory.

Any miner will be considered as having loaded the highest turn of cars offered in the run in which he works each day, whether he is present at work or not, unless he is hindered from doing the same through some fault of the company, and then it shall be the duty of the driver in charge of that run to make up such cars or turn provided the miner is able to load same unless otherwise provided for by contract.

Should any run at any time become more than an average one day's turn either ahead or behind the average turn of the different runs it shall be the duty of the management to so regulate the driving that such runs shall either be made up or held back, as the case may demand, and should the management fail within ten days to remedy such condition after the same occurs then the men in the run or territory having the highest turn shall be suspended from loading coal until the same is remedied.

Any driver having pulled all the coal loaded by the miners in his run during any shift shall mark an "X" in addition to this turn in his alloted space on the turnboard, signifying a clean-up, and the turnkeeper shall in totaling, count same equal to the highest turn of any run pulled that day. In addition to the above the turnkeeper shall copy the total turns each day in a

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book kept for that purpose for reference in case of dispute, or preserve original sheet.

The above is not intended to change any plan mutually agreeable to operators and miners that may have been adopted by them at any mine to regulate the turn, but in no way shall the miners or mine workers restrict the number of cars loaded by the miner or the amount of coal to be placed on any car. The drivers shall be subject to whomever the mine manager shall designate as turnkeeper in pursuance hereof.

In mines where there is both hand and machine mining an equal turn shall mean approximately the same turn to each man in the machine part of the mine, and approximately the same turn to each man doing hand work, but not necessarily the same to each hand miner as to each man working with the machines.

Holidays.

Twenty-ninth. Work may be suspended on Virden day at mines at places where any of the dead are interred, if memorial services are to be held, provided that picnics or other pleasure festivities are not proposed, but not elsewhere or otherwise. New Year's, April 1st, July 4th, Labor Day, Thanksgiving and Christmas shall be the only holidays under this agreement.

On one annual miners' election day, National and State, the mines may be closed at 12 o'clock noon; provided, that mines employing more than 200 men may take a full day by the local officers giving the operators ten days' notice of their intention so to do.

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Engineers to Continue Work in Event of Suspension.

Thirtieth. In case of either local or general suspension of mining, either at the expiration of the contract or otherwise, the engineers shall not suspend work, but shall, when mining is suspended, fully protect all of the company's property under their care, and operate fans and pumps, and lower or hoist such men or supplies as may be required to protect the company's property, and all coal required to keep up steam at the company's coal plants; but it is understood and agreed that the operators will not ask them to hoist any coal produced by non-union labor for sale on the market.

Should the interests of the engineers be directly involved in any issue at the expiration of this contract and any engineers cease from work, the United Mine Workers of America will provide competent men to perform the emergency work above recited, at the scale price in effect at the time of suspension, subject to any subsequent settlement; the operator at his option to retain only such engineers as are required, but with the understanding that all of the engineers employed at the time of the suspension shall be entitled to an equal division of the work.

Contract Not to be Voided by Miners' Constitution or Rules.

Thirty-first. (a) This contract is in no case to be set aside because of any rules of the U. M. W. of A. or operators now in force or which may hereafter be adopted;

nor is this contract to be set aside by reason of any provision in their National, State or local Constitutions.

Sub-District and Local Agreements.

(b) Existing sub-district and local agreements shall continue in effect during the life of this agreement except as may be changed herein and joint commissions of two on each side from each sub-district shall be appointed to edit and rewrite existing sub-district contracts so as to make them conform with the New York and State contracts.

Price on Coal to Employes.

The question of a special price on coal to employes where not now established, if submitted, shall be as to the propriety of a special price at the shaft to the employes of the operator affected where he has retail facilities or suitable arrangements can be made.

No Local Demands.

(c) There shall be no demands made locally that are not specifically set forth in this agreement, except as agreed to in the joint sub-district meetings held in accordance with this agreement.

Negotiations For the Next Agreement.

Thirty-second. The joint Executive boards are authorized and instructed to arrange for negotiations for the formation of a new contract to begin at a date not later than the expiration of this contract.

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ENGINEERS' AGREEMENT

Wages and Conditions to Govern Coal Hoisting Engineers from November 1, 1917, to the Expiration of This Contract.

MEMORANDUM OF AGREEMENT.

Made and entered into by and between The Illinois Coal Operators Association, The Coal Operators' Association of the Fifth and Ninth Districts of Illinois, The Central Illinois Coal Operators Association, and the United Mine Workers of Illinois, witnesseth:

1st. That from November 1, 1917, to the expiration of this contract, the coal hoisting engineers employed by the members of the above-named associations in the State of Illinois shall be paid the following scale of wages:

Class A. Mines with a daily capacity of 500 tons or over, and employing one, two or three engineers, first engineer $165.00 per month, second engineer $153.32 per month, third engineer $147.49 per month. Engineers will do no firing in Class A.

Class B. Mines with a daily capacity of 200 tons, and less than 500 tons, employing one, two or three engineers, first engineer $159.15 per month, second and third engineers, each $147.49 per month.

Class C. Mines with a daily capacity of less than 200 tons and more than 100 tons, employing one or two engineers, first engineer

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$159.15 per month, second engineer $144.57 per month, each for a nine-hour working day, and each to do his own firing.

Class D. Mines with a daily capacity of 100 tons or less, employing one or two engineers, each engineer $141.65 per month, for a nine-hour day; the engineer to do his own firing.

The classification of a mine cannot be changed during temporary idleness.

Where a mine is out of commission and is not to be resumed within 90 days, the engineer shall, at the option of the operator, be paid the scale of Class D mines; but in the event that said mine resumes within said 90 days, then the compensation to the engineer shall be readjusted to the basis previously existing for the entire period affected.

Engineers employed at mines in course of sinking shall be paid $5.50 per day of eight hours, and shall do their own firing when required.

2nd. It is understood and agreed that, except as provided in Class C and D the foregoing scale is for eight hours' work, seven days in the week; but that any mine in Class A or B can establish a nine or ten-hour day for one or two engineers, by paying therefor a proportionate rate, and any mine in Class C or D can establish a ten-hour day by paying therefor a proportionate rate based on the above nine-hour scale. The eight hours' work at mines in Class A and B and the nine hours' work in Class C and D shall be exclusive of noon or dinner time, where one or two engineers are employed; but where the engineer is required to work during the noon or dinner time he shall be paid accordingly.

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3rd. No engineer shall lay off or exchange shifts without the consent of the operator.

At mines working three engineers, the first engineer shall complete the hoisting shift, where desired, without overtime, and the remainder of the twenty-four hours shall be divided between the other two engineers and be paid for the same as two full eight-hour shifts.

Provided, that where it is mutually agreed, the engineers may exchange shifts or the second engineer may complete the hoisting shift; and should the question of competency arise it may be taken up through the proper channel.

4th. It is understood and agreed that where the above scale of wages is paid, there shall be no charge for overtime by the engineers except as hereinafter provided; any or all engineers shall perform such work when required.

The hoisting engineer being generally in charge of all the engines and machinery on top, such as dynamos and compressors, and engines for shaker screens, box car loaders, dirt dump haulage, etc., it is understood to be a part of his duties to repair them (with the exception of electric repairs to dynamos) in cases of emergency without overtime or extra pay; but it is further understood and agreed that where any engineer not on duty is required to come to or remain at the mine on account of a breakage or accident to the machinery, which is not attributable to the negligence of the engineer, such overtime shall be paid for at an hour rate based on his monthly salary.

All engineers will attend to the ordinary incidental repairs without overtime, even though some overtime has to be worked. But if an engineer at a mine where two or more engineers are employed is required to come out or to stay out to do some work on another shift, on account of breakage or accident, as stated herein, he shall be allowed overtime; or if, where only one engineer is employed, he is required to work overtime repairing a breakage or accident not attributable to his negligence, he shall likewise be entitled to overtime on the same basis.

It is also agreed that in case of sickness or unexpected absence of any engineer, the other engineer or engineers shall perform his duties, and if desired by them his wages for time so absent shall revert to the engineers performing such extra services.

5th. When the mine is in active operation hoisting coal, it is, of course, understood that the engineer's place is in the engine room; but otherwise when not so employed, and he is on pay, he shall perform any work, not herein specifically excepted, in connection with the boilers, machinery and appliances directly under his charge, that the operator or his accredited representative may direct, except patching boilers, or inserting new flues.

No engineer shall be required to clean boilers without assistance; such assistance to be selected by the operator.

6th. A licensed engineer shall be employed at all times when steam is required at the throttle, in compliance with the State law. He shall, at the option of the operator, do his own firing in Class A and

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B mines, except the engineer that hoists the coal on days when the hoisting is in excess of an aggregate of fifty tons of coal per twenty-four hours for railroad chutes or wagon trade, and except when the mine shuts down in the middle of a shift. The engineer shall do his own firing at mines of any class (except as herein provided) except when compressors or haulage engines are running or dynamos are operated for other purposes than furnishing light for the company's premises or for operating the ventilating fan of the mine.

7th. In case of either local or general suspension of mining, either at the expiration of this contract, or otherwise, the engineers shall not suspend work, but shall, when mining is suspended, fully protect all of the company's property under their care, and operate fans and pumps, and lower and hoist such men or supplies as may be required to protect the company's property, and any and all coal required to keep up steam at the company's coal plants; but it is understood and agreed that the operators will not ask them to hoist any coal produced by non-union labor for sale on the market.

Should the interest of the engineers be directly involved in any issue at the expiration of this contract and any engineers cease from work, the United Mine Workers of America will provide competent men to perform the emergency work above recited, at the scale price in effect at the time of suspension, subject to any subsequent settlement; the operator at his option to retain only such engineers as are required, but with the understanding that all of the engineers employed at the time of the suspension shall be entitled to an equal division of the work. This does not contemplate that in case of suspension the operator can lay off engineers and use top boss or other labor to keep up steam for pumps or other purposes.

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8th. It is also agreed that in case of any dispute or trouble arising between the engineer and the operator by whom he is employed, work shall not be suspended, but the grievance shall be taken up by the proper officials.

9th. As rapidly as the requisite corps of competent engineers is provided at the different mines, the engineers shall become members of the United Mine Workers of America and thereafter only members thereof shall be employed as hoisting engineers when such members competent to fill the position can be obtained.

10th. The capacity of the mines shall be determined by the operator and the engineer or engineers of each mine, and in the event of their failure to agree it shall be immediately referred to the officials of the respective organizations, whose decision shall be final and binding upon both parties.

11th. No hoisting engineer shall be subject to the authority or supervision of the local union or pit committee. It is not the intent of this contract either to enlarge or to restrict their duties and privileges as heretofore existing or exercised, or to change any established condition. In case of any dispute between any engineer and operator which they cannot adjust it shall be referred to the operator or his superintendent and the miners' district board member for adjustment; and upon their failure

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to agree it shall be referred to the State officers of the respective organizations for adjustment. The provisions of the State contract between the Illinois Coal Operators Association, the Coal Operators' Association of the Fifth and Ninth Districts of Illinois, The Central Illinois Coal Operators Association and the United Mine Workers of Illinois, shall apply to the engineers to the extent that they are in harmony with this contract, and with the conditions and practices heretofore recognized between the operators and their engineers, and the mode of settling disputes arising between them.

12th. First engineer in Class A and B mines will do no firing, except where the mine is idle for a period of two days or more. The other engineers shall continue as at present.

The Illinois Coal Operators Association:

C. M. MODERWELL, Pres.
F. C. HONNOLD, Sec'y-Treas.

The Coal Operators' Association of the Fifth and Ninth Districts of Illinois:

THOMAS T. BREWSTER, Pres.
C. H. KRAUSE, Sec'y.

The Central Illinois Coal Operators' Association:

H. C. ADAMS, Pres.
W. J. WALSH, Sec'y.

The United Mine Workers of America, District No. 12:

FRANK FARRINGTON, Pres.
FRANK HEFFERLY, Vice-Pres.
DUNCAN McDONALD, Sec'y-Treas.

Executed May 2, 1916.

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Return to 30th 1/31/7

COPY

ILLINOIS PENALTY CLAUSE SUBMITTED BY THE OPERATORS AND MINERS.

(Retroactive to November 1st, 1917)

PENALTIES.

Twentieth (a) When any employe absents himself from his work for a period of two days without the consent of the company, other than because of proven sickness, he may be discharged.

(b) Any employe or employes guilty of throwing a mine idle or of materially reducing the output of a mine, by failure to continue at work in accordance with the provisions of this agreement, shall be fined Three ($3.00) dollars each, and for each additional day or part of a day they remain idle, a continuing fine of One ($1.00) dollar per day. who

(c) This penalty shall also apply to men/though not formally striking shall without notice, quit work as a subterfuge.

(d) Any operator who shall lock out all or any material part of his employes in order to enforce some condition in violation of this agreement shall be fined One ($1.00) dollar per employe affected for each day or part of a day the mine is thus thrown idle.

(e) All fines provided for in this agreement shall be automatically collected from the pay for the half month in which the violation of rule occurs, or from the first money thereafter due.

(f) All fines collected as above shall be paid, one-half to the State Treasurer of the U. M. W. of A. and one-half to the Secretary-Treasurer of the Coal Operators Association concerned, and under no circumstances shall any fine be collected be refunded, when mutually agreed to by the two organizations. except

(g) Any operator failing to collect and forward to proper parties such fines shall pay a penalty of Two ($2.00) dollars for each employe subject to be fined hereunder, such amount to be collected and retained by the mine workers district organization.

Washington, D. C.
November 26, 1917.

Approved:
H. A. Garfield.
Fuel Administrator

F. C. Honnold.
John P. Reece.
H. C. Adams
For Illinois Coal Operators

Frank Farrington
Harry Fishwick
For Illinois Coal Miners.

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Sir a War
Continuing Relationship

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Chicago Tribune

February 19, 1920

11,000 STANDARD OIL AIDS FIX OWN PAY RAISE

Get 11.11% Boost and Six Day Week.

A wage increase of 11.11 per cent for 11,000 refinery workers was announced yesterday by the Standard Oil company of Indiana. Coincidentally, all shift men go from a seven day week to a six day week, a radical change in the company's manufacturing policy. The new schedule becomes effective on March 1, and it applies in refineries at Whiting, Ind., Wood River, Ill., Sugar Creek, Mo., and Casper and Greybull, Wyo.

What is most significant is the fact that the new wage and hour schedule was worked out by the employés themselves, through the agency of their industrial councils.

Last June, as a step in "democracy in industry," the Standard Oil company established an employés' council system, drawn up by W. L. Mackenzie King, leader of the Liberal party in Canada. Through joint committees, on which the men and the management have equal representation, the workers were given a direct voice in the adjustment of wages and hours.

Work Out Six Day System.

The process of gasoline manufacture is such that refineries must be operated every hour of the day, every day of the week. Up to 1915, shift workers worked twelve hour shifts seven days a week. The company in that year put in an eight hour shift with an increase, giving the men as much pay for eight hours' work as they had been getting for twelve. But the seven day week was continued.

After the industrial council system was adopted Col. R. W. Stewart, head of the board of directors, asked the employés' councils to work out a scheme that would make a six day week practicable.

The result is a new schedule, which gives all shift workers thirty-two consecutive hours off each week. Under the old plan the men worked fifty-six hours a week; under the new they work 50.4, or a net reduction of 5.6 hours a week. The 11.11 per cent increase in wages makes the pay for six days equal to that received under the old seven day week.

Others Also Boosted.

A similar increase of 11.11 per cent in hourly wages is also declared for refinery workers other than shift men. Hours are not to be changed, except that men working forty-four hours a week may increase it to forty-eight hours, if they wish. This affects common laborers, machinists, blacksmiths, boiler makers, and others.

Chicago Tribune
Feb 19th

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-- from the Chicago Tribune,
February 19, 1920.

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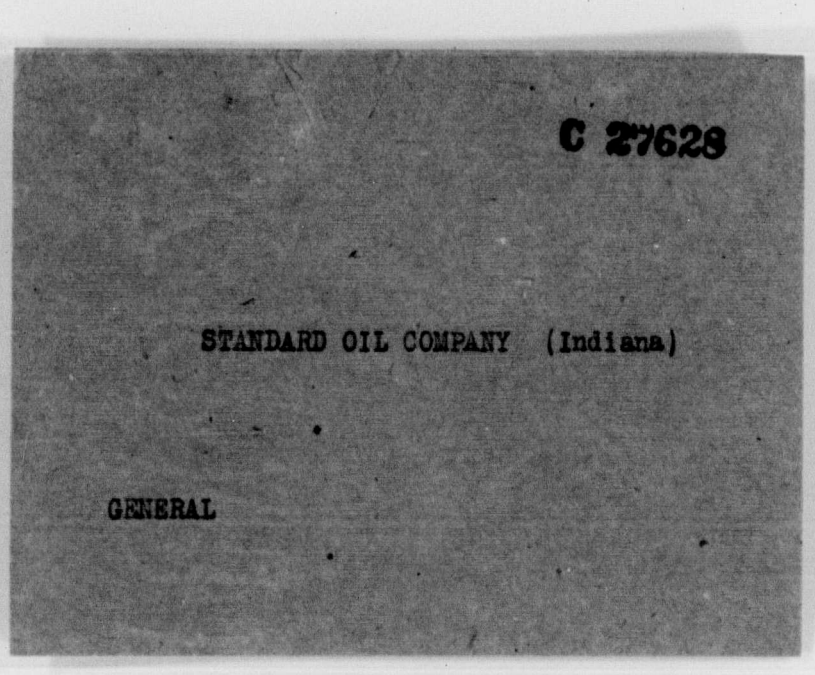

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STANDARD OIL COMPANY (Indiana)

Board of Directors:

R. W. Stewart (Chairman)
W. M. Burton
G. W. Stahl
H. S. Morton
Seth C. Drake
W. E. Warwick
Beaumont Parks

General Officers:

R. W. Stewart	Chairman, Board of Directors
W. M. Burton	President
H. S. Morton	Vice-President
G. W. Stahl	Secretary-Treasurer
E. G. Seubert	Assistant Secretary-Treasurer
Seth C. Drake	Gen. Mgr. Marketing Dept.
W. E. Warwick	Gen. Mgr. Refineries
Chauncey W. Martyn	General Counsel

Managers of Plants:

Whiting:	W.E.Warwick	Gen. Mgr.
	Beaumont Parks	Gen. Supt.
	F.B.Lewis	Asst.Gen.Supt.
	R.E.Humphreys	Asst.Gen.Supt.
Wood River:	C.B.Manbeck	Manager
Sugar Creek:	G.H.Moffett	Manager
Casper:	H.L.Welton	Superintendent
Florence:	J.C.Park	Superintendent
Greybull:	H.M.Lockard	Superintendent
Carlinville:	F.R.Fischer	Superintendent
Independence:	C.G.Ward	Superintendent
Superior,Wis.:	B.A.Mountford	Superintendent
River Rouge,Mich.:	J.J.Lynn	Superintendent

J. J. Nevotti

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STANDARD OIL COMPANY OF INDIANA C 27630

MANUFACTURING DEPARTMENT

			Employes
Refineries:			
1889	Whiting, Ind.	Mr. W.E. Warwick, Gen. Mgr.	Approx. 3,000
1902	Wood River, Ill. (near St. Louis Mo.)	Mr. C.B. Manbeck, Mgr.	1,000
1904	Sugar Creek, Mo. (near Kansas City)	Mr. G. H. Moffett, Mgr.	1,000
1914	Casper, Wyo.	H. L. Welton, Supt.	500
			5,500
Pressure Still Plants:			
	Florence, Colo.	J. C. Park, Supt.	25
	Greybull, Wyo.	H. M. Lockard, Supt.	75
			100
Mining Dept:			
	Carlinville, Ills. (near Springfield)	F. R. Fischer, Supt. — near St Louis	500
Producing Dept:			
	Independence, Kans. (112 miles from Kansas City)	C. G. Ward, Supt.	50
Tank farm and Compression plants in Oklahoma (16 miles from Independence)		(workers from various plants)	100
Receiving and Distributing points:			
	Superior, Wis.	B. A. Mountford, Supt.	25
	River Rouge, Mich.	J. J. Lynn, Supt.	15

Total number of employes in Standard Oil Co. Building 600

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St. 1

1 Library 100 = 10 ab Woodstock
= 30 ab Wheeling

150 / 100 (17
100

150 / 3000 (20
3000

20 ab Wheeling
~~Tor~~ Woodstock = Saywards

1 Library 150 ab Wheeling ~~to~~ = 20

1 Library 100 ab Wk Saywards = 10

Enfs

Councils or ~~Sanitation~~ Health
Working conditions & adjustments (5) E

Health Sanitation & housing conditions (5)

Recreation & Education (5)

Council on Procedure, Elections & Referendums
Fair conduct (unfair), agreements frauds etc etc

" " Safety, accidents

" " Sanitation, Health & ~~Housing~~

" " ~~Working & living conds~~

" " Working conditions & wage rates

" " Accident & Sickness wage compensation
Remittance

Social amendments

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Lobbying	1 ½ cents	150	= 20 days	4 committees 5 each
Woodlands Sugar Bush	1 cent	100	= 10 days	2 committees 5 each

Wages, Employment & working conditions

~~Health Sanitation and~~

Housing, domestic economics & living conditions

Safety Health & Sanitation

Education, recreation and social benefits

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STANDARD OIL COMPANY
(INDIANA)
72 WEST ADAMS STREET

CHICAGO, ILLINOIS, MARCH 7, 1918

TO THE STOCKHOLDERS:

HEREWITH WE HAND YOU THE BALANCE SHEET OF THIS COMPANY AS OF DECEMBER 31, 1917.

ASSETS

REAL ESTATE		$ 6,856,708.16	
CONSTRUCTION	$51,661,329.43		
LESS DEPRECIATION	12,474,132.98	39,187,196.45	
PERSONAL PROPERTY		7,609,043.25	
ACCOUNTS RECEIVABLE		9,261,156.02	
SECURITIES AND OTHER INVESTMENTS		18,043,643.69	
MERCHANDISE		41,417,364.12	
CASH		4,559,605.32	$126,934,717.01

LIABILITIES

CAPITAL STOCK	$30,000,000.00	
FIRST MORTGAGE 5% BONDS	438,500.00	
ACCOUNTS PAYABLE	6,650,628.79	
SURPLUS	89,845,588.22	$126,934,717.01

THE SURPLUS SHOWN ABOVE DOES NOT INCLUDE A CHARGE FOR FEDERAL INCOME AND EXCESSS PROFITS TAXES FOR THE YEAR 1917, AMOUNTING TO APPROXIMATELY $17,000,000.00.

RESPECTFULLY,

G. W. STAHL TREASURER

W. P. COWAN PRESIDENT

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B-719 1M 7-1-18

Plan for Annuities for Employees

OF

STANDARD OIL COMPANY

(INDIANA)

Effective July 1, 1918

Any employee of this Company is eligible for retirement on annuity on the following basis:

REGULAR ALLOWANCE

For each year of service, 2 per cent of average annual remuneration for ten years immediately preceding retirement; the minimum annuity to be $300.00 per annum and the maximum annuity to be 75 per cent of average annual remuneration for the ten years immediately preceding retirement.

REGULAR ALLOWANCE SHALL BE GRANTED TO THE FOLLOWING CLASSES:

CLASS A. All men who have reached the age of 65 years and all women who have reached the age of 55 years who have given 20 years continuous service shall be retired, unless in individual cases at the request of the employee, some later date for retirement shall be fixed by the Board of Directors.

CLASS B. Any man who has reached the age of 55 years or any woman of 50 years of age, who has been 30 years or longer in continuous service, or any man of the age of 60 years who has been 20 years or longer in the service may be retired on regular annuity, either at his or her request, with the approval of the Board of Directors, or without the request of the employee, at the discretion of the Board.

Any employee who has been 10 years or longer in continuous service and who by physical examination is shown to be permanently incapacitated for service, or whose retirement on account of advancing years is, in the judgment of the Directors advisable, may, at the discretion of the Directors be retired on regular or special allowance.

Should death occur to any employee while in the Company's service, who has rendered the Company 5 or more years continuous service; provided such death is due to disease or to accident when employee is not on duty—the Directors at their discretion may grant a death benefit to employee's heirs or dependents. Such benefit, if granted, shall be not less than $500.00 nor more than $2,000.00. In case death, or injury, shall occur by reason of accident when on duty, compensation shall be paid in accordance with the provisions of the State Workmen's Compensation Law applicable to the case.

The provisions of this plan shall be applied to the cases of all persons receiving annuities from the Company at the time this plan becomes effective and the annuity plan heretofore adopted and in use by this Company is hereby repealed.

GENERAL RULES

(A) Annuities shall be paid quarterly by check, payable only to order of annuitant.

(B) Annuities terminate at death of beneficiary, but the Directors may, at their discretion, continue annuity to needy dependents for a period not to exceed one year.

(C) Proof of age of employee shall be by affidavit stating time and place of birth. Time of service shall be calculated from the records of Standard Oil Company (Indiana), to which shall be added time of service of applicant in any other company which was codefendant with the Standard Oil Co. of New Jersey in the dissolution decree of the United States Circuit Court of the Eastern District of Missouri, dated November 20th, 1909. Provided, however, that said service was rendered to such other Company prior to the dissolution made in accordance with said decree.

(D) Annuities are not assignable and an attempted transfer or actual transfer or pledge of same will not be recognized by the Company and may, at the discretion of the Board of Directors, effect a forfeiture thereof.

(E) No person retired under this plan shall be barred from engaging in any business not prejudicial to the interests of this Company, but he may not re-enter the Company's service.

(F) The Company reserves the right at any time to abolish or modify or suspend or annul the operation of this plan or the annuities thereunder both in their general form or in their application to individuals at the discretion of its Board of Directors.

Approved by Board of Directors June 14, 1918.

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STANDARD OIL COMPANY (Indiana)

Drafts of Plan of Industrial Representation

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Standard Oil Company
(Indiana).

First Draft. C 27636
March 6, 1919.

I

Department of Industrial Relations:

A Department of Industrial Relations shall be organized under the management of a Director of Industrial Relations, and shall embrace all existing and contemplated activities pertaining to social and industrial betterment and the well-being of employees at the Company's refineries, coal mines, and other producing and distributing centres.

The Director of Industrial Relations shall have supervision of the work of the Department of Industrial Relations, and the administration of the Company's labor policies, including the supervision of the carrying out of the Industrial Representation Plan as herein provided. He shall co-ordinate the work of the Department in a manner which will permit of co-operation by the employees with those who have to do with its administration. He shall be especially concerned with the maintenance of just and harmonious relations between all persons in the industry.

The Director of Industrial Relations shall be known also as the President's Industrial Representative, and shall be responsible for the discharge of his duties to the President of the Company. It shall be his duty to see that the President is kept fully advised on all matters pertaining to industrial

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relations, deserving of the Company's consideration.

It shall be known as a part of the Company's policy that persons connected with the industry in any capacity are free at all times to communicate, in person or by letter, with the Director of Industrial Relations on matters pertaining to the activities of his department, and the Director shall be continually available for such purposes of conference, and shall see that matters referred to him are promptly considered by the Management and disposed of, and that such action is taken with respect to the Company's labor policies as will ensure their execution in a prompt and satisfactory manner.

Assistants to the Director of Industrial Relations may be appointed at any of the Company's refineries or other properties, and where so appointed shall, subject only to the approval of the Director, have the same rights and duties and bear the same relation to the local Manager as the Director of Industrial Relations bears to the President of the Company.

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Divisions of the Department of Industrial Relations

The following shall constitute main divisions of the Department of Industrial Relations at the time of its organisation. Other divisions may be added from time to time on recommendation of the Director of Industrial Relations and the approval of the Board of Directors.

1. Employment Division
2. Safety and Accidents Division
3. Health and Welfare Division (including Sanitation)
4. Housing Division
5. Workmen's Compensation Division
6. Insurance Division (including Annuities)
7. Statistics and Publications.

The work of officers of the Company having at present to do, in whole or in part, with industrial relations in any of the particulars mentioned shall be related to the Department of Industrial Relations in such a manner as to admit of continuous co-operation with the Department in its work and co-ordination of activities along lines of highest efficiency.

Where the organization of the Company renders it possible, the work of any division may be conducted, in whole or in part, by any existing branch of the Company's organization specially qualified to carry on such work; but the work thus administered shall be so conducted as to permit of its co-ordination by the Director of Industrial Relations with the work of the Department of Industrial Relations.

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In like manner, any division of the Department of Industrial Relations may co-operate with, or be combined with, any branch of the Company's organization to carry out such portion of its work, in whole or in part, as such division of the Department of Industrial Relations may appear specially qualified or competent to undertake.

Where the scope and importance of the work of any division or part of a division necessitate and justify some one person's attention being given exclusively to the supervision or execution of duties pertaining thereto, the work of such division shall be assigned to an official designated so as appropriately to relate his position to the effective discharge of its duties.

Where the work of any division, either in importance or in amount, is not sufficient of itself to warrant the exclusive attention of a specially designated official, it shall be combined with the work of some other division, in such manner as the Director of Industrial Relations, upon approval of the Board of Directors, may determine.

The Company shall provide such clerical assistance as may be required for the adequate discharge of the work of the Department of Industrial Relations in all its divisions.

The Company

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Company Periodical

The Company shall publish a periodical which shall be a means of communication between the management, the employees, and the public, concerning the policies and activities of the Company and its employees. This periodical shall be used as a means of co-ordinating, harmonizing, and furthering the work of the Department of Industrial Relations, and of acquainting all parties with what is being done in connection with its various activities.

The Company periodical shall contain mention of the personnel of the Company's officers, the Management's and Employees' Representatives, the members of joint committees, and the proceedings of meetings and conferences in which employees are likely to be interested. It should also be a medium for recording data and events, making announcements with reference to Company matters, and otherwise diffusing information likely to be of general interest.

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II

REPRESENTATION OF EMPLOYEES

At each of the Company's refineries, and at such other of the Company's properties as the Board of Directors may designate, employees shall be entitled to a voice in the control of matters pertaining to their employment and working and living conditions, through representatives of their number to be chosen as herein provided.

Basis of Representation:

1. Where the total number of employees does not exceed 1500, employees shall be entitled to representation on a basis of one representative to approximately every one hundred employees.

2. Where the total number of employees exceeds 2250, employees shall be entitled to representation on a basis of one representative to approximately every 150 employees.

3. Where the number of employees is between 1500 and 2250, the basis of representation shall be so adjusted as to avoid any reduction in the total number of representatives to be chosen.

4. For the purpose of applying the unit of representation, the works shall be divided according to departments

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and natural subdivisions. Whenever it becomes necessary to group a number of small departments in order to complete a unit of representation, regard shall be had to logical groupings and location.

5. Each division shall be entitled to two representatives, unless in any one division the number of employees should be less than 150, in which event the division shall be entitled to only one representative.

Term of Representation:

1. Representatives shall be elected for a term of one year, and shall be eligible for re-election.

2. A representative may be recalled on petition signed by two-thirds of the voters in his division.

3. Vacancies in the office of representative shall be filled in such manner and at such time as the Director of Industrial Relations may determine.

Qualifications of Representatives and Voters:

1. Any employee who has been on the Company's pay-roll for a period of six months prior to nominations, who is twenty-one years of age or over, and who is an American citizen or has taken out his first papers, shall

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be considered qualified for nomination and election as a representative.

2. All employees who have been on the Company's pay-roll for at least sixty days prior to the date fixed for nominations shall be entitled to vote for representatives.

3. Company officials, salaried employees, and persons having the power to hire and discharge, shall not be eligible to act as representatives or be qualified to vote. Representation of the interests of such employees shall be provided for otherwise by the Company.

Nominations and Elections:

1. Nominations and elections shall be held annually in the months of _____ and _____ respectively.

2. Notices of nominations and elections shall be posted on bulletin boards in conspicuous places one week prior to the date at which they are to be held.

3. Nominations shall be held on the second Monday, and elections on the following Friday, of the months named. In the event of either of these days being a holiday, the day immediately following shall be substituted.

4. There shall be three persons nominated for every person to be elected.

5. Nominations and elections shall be by secret ballot, and so conducted as to avoid undue influence or

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interference with voters in any manner whatsoever, and to prevent any fraud in the counting of ballots or otherwise.

6. On the day of nominations, each duly qualified voter shall be furnished with a ballot stating the number of persons for whom he is entitled to vote, on which he shall write, or have written, the names of the fellow employees in his division whom he desires to nominate as representatives.

7. A voter may place in nomination twice the number of representatives to which his department is entitled.

8. If on any ballot the same name is placed in nomination more than once, it shall be counted but once.

9. Should the number of persons nominated on any ballot exceed the printed number, as stated on the ballot, only the first names, to the number to which the voter is entitled to nominate, will be counted.

10. Those who have received the largest number of votes, up to three times the number of representatives to be elected, shall be declared nominated, and shall be candidates for election.

11. On the day of elections, each duly qualified voter shall be furnished with a ballot on which the names of the candidates shall be printed in alphabetical order. The voter shall indicate his preference by placing a cross opposite the names of the candidates of his choice.

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12. Candidates to the number of representatives to which a division or subdivision is entitled may be voted for, and this number shall be stated on the ballot. If this number is exceeded, the ballot shall be void.

13. Each voter shall deposit his own ballot in a box provided for that purpose, and the ballots shall be counted under the direction and supervision of tellers appointed by the employees and management respectively.

14. In the event of a tie, seniority in the Company's employ immediately preceding the date of the election shall determine the choice.

15. The Director of Industrial Relations shall supervise the conduct of elections, and shall see that they are so conducted that both the management and employees have reason to have every confidence in the manner in which they are carried on. To this end, he shall arrange

(1) that the ballot of each employee, properly filled out, as above, shall be deposited by the employee himself in a ballot box, which will be presented to the employees at some convenient time within the hours fixed for holding the elections;

(2) that one or more of the employees, and one or more of the officials of the Company act as tellers, and safeguard the taking of the vote, and that the ballots remain in their custody until the ballots are counted.

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(3) that the ballots are openly counted, and that the candidates or persons on their behalf may be present to witness the count.

(4) that the voting is so conducted that the employees on all shifts shall have the right to vote before the ballots are counted;

(5) that the ballots are counted as soon as possible after the close of voting, and that lists in duplicate showing the number of votes cast for each person should be prepared and signed by the tellers, one of which lists shall be posted on a bulletin board in a conspicuous place, and one forwarded to the Director of Industrial Relations.

(6) that the ballots, after being counted, are carefully sealed and sent to the Director of Industrial Relations, who shall retain them in his custody for a period of two weeks, within which time it shall be permissible for the employees to appeal to the Director of Industrial Relations against any alleged fraud or unfairness in the conduct of the elections or the invalidity of the count, or otherwise. If the Director of Industrial Relations has reason to believe that the irregularity complained of were substantial, and that the outcome of the election has been affected thereby, he shall order a new election. If the appeal discloses substantial grounds and is made in the form of a petition for a new election, signed by two-thirds of the employees entitled to vote, a new election shall be granted without the exercise of any option by the Director of Industrial Relations.

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III

THE MANAGEMENT'S REPRESENTATIVES

1. To facilitate close relationships between the management and the employees, the Director of Industrial Relations, who is also the President's Industrial Representative, and such Assistant Directors and Management's Representatives as may be appointed, shall be concerned primarily with keeping the management in touch with the employees, through their representatives and otherwise, and in seeing that just and harmonious relations are maintained between the employees and those in authority over them.

2. As hereinafter provided, the management shall also be represented on joint committees, and in conference with representatives of the employees, by persons to be designated by the Managers of the several refineries and other properties.

3. The President's Industrial Representative and his assistants, the Managers' Industrial Representatives, shall represent the management in negotiation with the employees' representatives, their officers and committees, and in such other ways as the President or Board of Directors may determine.

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IV

JOINT REPRESENTATION OF MANAGEMENT AND EMPLOYEES

To afford a means for securing to employees a greater share in and responsibility for the determination and observation of the conditions under which their work is carried on, together with a better understanding and closer co-operation between the employees and the management in all matters pertaining to employment and working and living conditions, the machinery of representation as herein provided shall be utilized to effect these ends by:

A - Close and frequent contact between the President's and Management's Industrial Representatives and the Employees' Representatives.

B - Regular meetings of joint committees composed of representatives of the employees and of the management.

C - Annual or special conferences.

A

1. The President's Industrial Representative and his assistants shall respond promptly to any request from representatives, and shall interview all the representatives from time to time with reference to matters of concern to employees, and report the result of such interviews to the management.

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2. The President's Industrial Representative and his assistants shall also be available for purposes of conference by managers, superintendents, foremen, and other officers and officials of the Company with respect to any condition requiring attention, or any matter pertaining to their relations with employees or other officials or officers of the Company; and the President's Industrial Representative or his assistants shall be free at all times to confer at any time to confer with any official or officer of the Company with respect to any condition or matter of concern to the employees or the management.

B

Nature and Membership of Joint Committees:

1. Immediately following the elections of employees' representatives, joint committees, to be known as joint committees on industrial relations, shall be formed at each of the Company's refineries or other properties, for the purpose of ensuring conference between the employees and the management on such matters as wages, employment, and working conditions; housing, domestic economies, and living conditions; safety and prevention of accidents; sanitation and health; works practice, methods, and economies; education and publications; recreation, athletics, and entertainment.

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2. Each joint committee shall be composed of five employees' representatives, and members to be designated by the management as its representatives. The management's representatives on each committee may equal, but shall not exceed, in number, the employees' representatives. No representative shall serve on more than one committee.

3. Vacancies on joint committees pending the election of new representatives shall be filled, in the case of employees' representatives by those of their number already serving on such committees; and in the case of the management's representatives, by the manager or superintendent of the plant.

4. By joint consent of the representatives of the employees and of the management, the number of committees or the membership of any committee may be reduced or increased, or any two or more committees may be combined.

5. Joint committees shall arrange their own procedure. They shall be presided over alternately by representatives of the employees and representatives of the management.

6. Each joint committee shall keep full records of its proceedings.

7. Two-thirds of the members of any committee shall constitute a quorum.

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Meetings and Powers of Joint Committees:

1. Regular meetings of joint committees shall be held at least once every month, at a time and place to be arranged by the President's (or Manager's) Industrial Representative.

2. Special meetings of joint committees may be held, as occasion may require, upon agreement between the Manager's Industrial Representative and the Employees' Representatives, or upon the direction of the President's Industrial Representative.

3. For time necessarily occupied in actual attendance at regular meetings, or at special meetings called during working hours, employees shall receive from the Company payment commensurate with their average earnings.

4. The joint committees shall have jurisdiction to consider any of the subjects above mentioned, and such other matters and things as may from time to time be brought before them for consideration by representatives.

5. Any matters may be referred by the management to any joint committee for consideration and report, and any matter may be presented by a joint committee to the management, through the Manager's Representative.

6. Any employee or representative shall have the right to appear before and be heard by a joint committee at

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any one of its regular meetings, on any matter of concern to an appreciable number of employees.

7. A joint committee, when dealing with matters of concern to the management or to any appreciable number of employees, shall have the right of inviting into conference any employees or officials of the Company concerned with or likely to be interested in such matters.

C

Annual Joint Conference:

1. In addition to the meetings of the joint committees, there shall be an Annual Joint Conference, to be attended by the representatives of the employees and by the President and such other officers of the Company as he may designate.

2. The Annual Joint Conference shall be arranged at a time and place to be determined by the Director of Industrial Relations, after conference with the Chairman and Secretary of the Employees' Representatives.

3. The Annual Joint Conferences of the representatives of any two or all of the localities concerned may be combined, upon joint approval of the President of the Company and a majority of the officers of the Employees' Representatives in the localities concerned.

4. Upon like approval, persons other than those

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connected with the Company may be invited to attend any part or the whole of the proceedings of the Annual Joint Conference.

5. At the Annual Joint Conference, reports covering the work of the year shall be made by the several joint committees, and matters of common interest discussed.

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V

PROCEDURE IN MATTERS REQUIRING ADJUSTMENT

1. In order to provide an orderly, expeditious, and effective procedure in the settlement of all matters requiring adjustment, as well as to protect employees against unjust or arbitrary treatment or any unfair or undesirable condition in their employment, and to assist the management in the detection of grievances in incipient stages, it is provided that employees shall have the following rights with respect to all such matters, to be exercised in the order indicated:

Reference to Company Officials:

Any matter which in the opinion of any employee or group of employees requires adjustment may be taken up by such employee or employees, either in person or through ~~their~~ one or two of the employees' representatives:

First -

With the foreman of the work on which such employee or employees are engaged;

Second -

With the Superintendent of the Department;

Third -

With the Manager's Industrial Representative;

Fourth -

With the Plant Superintendent or Manager.

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In each case, the official appealed to shall endeavor satisfactorily to adjust the matter and effect a settlement of the difference or removal of the condition or injustice complained of.

Reference to the President of the Company:

If a satisfactory disposition is not effected within a reasonable time, employees, through their representatives, may appeal the matter to the President of the Company. An appeal to the President of the Company shall be in writing, and be signed by not less than two of the Employees' Representatives. It should specify in detail the matter requiring adjustment, and the reasons which have rendered the appeal necessary. The President shall consider any such matter with reasonable promptness, and may adopt such means as to him may seem necessary to ascertain facts and effect a settlement.

Reference to Arbitration by Joint Committee on Industrial Relations or Otherwise:

If a satisfactory settlement is not effected by the President of the Company, the matter may be referred, if the President and a majority of the employees concerned or of their representatives agree to such reference, to the Joint Committee on Industrial Relations in some one of the

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Company's plants or works; or to an arbitrator or arbitrators to be determined at the time according to the nature of the controversy. Where arbitration has been agreed upon, if the President and the employees' representatives are unable to agree upon an arbitrator or arbitrators, the President shall select one arbitrator, and the employees' representatives shall select one arbitrator; and the two arbitrators thus selected shall endeavor to settle the matter in dispute.

If the arbitrators are unable to settle the matter in dispute, they shall select a third arbitrator, and the decision of any two of the three thus chosen shall be final and binding upon the parties.

Reference to the State Industrial Commission:

Should the President prefer not to decide a question at issue, or should it fail of reference to one of the joint committees or to arbitration in the manner herein provided, the matter shall be referred automatically to the Industrial Commission of the State within which the matter in dispute has arisen, for settlement by such Commission in accordance with its powers.

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C 27657

VI

MISCELLANEOUS

Independence of Employees' Representatives:

1. It is understood that every representative shall be free to discharge his duties in an independent manner, without fear that his individual relations with the Company may be affected in the least degree by any action taken by him in good faith in his representative capacity.

2. To ensure each representative his right to independent action, he shall have the right to take the question of an alleged personal discrimination against him, on account of his acts in his representative capacity, to the President's Industrial Representative or to any of the superior operating officers, and to the President of the Company.

3. Having exercised this right in the consecutive order indicated, and failing a satisfactory remedy within fifteen days, a representative shall have, for the ensuing fifteen days, the further right of appeal to the Industrial Commission of his State or to the Secretary of Labor at Washington. The Company shall furnish the said Industrial Commission or Secretary of Labor with every facility for the determination of the facts; and as regards any representative found by said Industrial Commission or Secretary of Labor to have been unfairly dealt with, the Company shall make such

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reparation as the said Commission or Secretary may deem just.

Amendments:

Any method of procedure or other feature herein may be amended at any time by a petition signed by or concurred in by two-thirds of the employees' representatives and the President's Industrial Representative.

Cost of Administration:

The Company shall defray such expenses as are necessarily incidental to the activities herein provided.

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VII

PRINCIPLES AND POLICIES GOVERNING RELATIONS ~~THE MANAGEMENT AND THE~~ BETWEEN THE MANAGEMENT AND THE EMPLOYEES

The Rights of Management:

The management of the several works and the direction of the working forces, including the right to hire, discharge, suspend, or transfer, and the right to relieve employees from duty because of lack of work or for other legitimate reason, is vested exclusively in the Management; and except as expressly restricted herein, these rights shall not be abridged by anything contained herein.

Rights of Employees to be Protected Against Summary Dismissal:

For offences other than such as are publicly posted, employees shall not be discharged without first having been notified that a repetition of the offence will be cause for dismissal. A copy of this notification shall, at the time of its being given to an employee, be sent also to the Employment Manager and to the Manager's Industrial Representative, and be retained by them for purposes of future reference.

Publicity Concerning Rules, Regulations, Etc.:

The policy of the Company is to avoid uncertainty in the minds of its employees as to the terms and conditions

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of their employment, and the rules and regulations of the Company governing the same. Employees are to feel free to inquire of their foremen or superintendents, or of the Management's Representative concerning any matter pertaining to their employment of which they may be ignorant or in doubt.

Wages and Conditions of Labor:

In fixing wages and conditions of labor, the Company will have regard for the labor standards, wage scales, and other conditions prevailing in the localities concerned. The right of all workers, including common laborers, to a living wage is recognized by the Company; and in fixing wages, minimum rates of pay shall be established which will have regard for the subsistence of the diligent worker and his family in health and reasonable comfort.

Health and Well-being of Employees:

The Company will use its best endeavors at all times to protect its employees against injury to body or health, and to afford such reasonable facilities for the comfort and convenience of employees as the conditions of their employment will permit.

Hours of Labor:

In order effectively to safeguard the welfare, health, and proper comfort of workers, and to promote efficiency, the

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Company will continue to regulate the employment of its labor on a basic eight-hour day.

Women in Industry:

Where necessary to employ women on work ordinarily performed by men, the Company will continue to allow equal pay for equal work, and will see that women are not allotted tasks disproportionate to their strength. The employment of women at work other than that for which they are specially adapted will not be encouraged, and will not be permitted where an adequate supply of male labor is available.

No Discrimination on account of Membership or Non-membership in Labor or other organizations:

There shall be no discrimination by the Company or by any of its employees on account of membership or non-membership of employees in any society, fraternity, or labor union.

Method of Carrying Out Improvements:

Except where expressly provided for otherwise, improvements in the nature of industrial betterments will be carried out by the regular Company organization. In its industrial relations generally, the Company will seek to promote the principle of self-government and of representation of all interests involved, and the adjustment of these relations in accordance with right principles.

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C 27662

First Draft
March 6, 1919.

The Standard Oil Company
(Indiana)

ORGANIZATION OF ACTIVITIES

pertaining to

INDUSTRIAL RELATIONS

Purpose

Part I

Department of Industrial Relations

Part II

Representation of Employees

Part III

Procedure in Matters Requiring Adjustment

Part IV

Principles and Policies Governing
Industrial Relations

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AUTHORIZATION BY BOARD OF DIRECTORS

To further a spirit of hearty co-operation on the part of all engaged in the industrial activities of The Standard Oil Company (Indiana), as well as to promote the well-being of the Company's employees, and the maintenance of just and harmonious relations, the Directors of the Company have authorized the organization of activities pertaining to industrial relations, and the representation of employees in joint conference with the Management as herein provided.

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Standard Oil Company (Indiana)

INDUSTRIAL RELATIONS

PURPOSE

A Department of Industrial Relations and Representation of Employees in joint conference with the Management are herein provided by The Standard Oil Company (Indiana), with a view to:

(1) providing effective communication and means of contact between the management and employees on matters pertaining to industrial relations;

(2) affording to employees a share in the control of matters pertaining to their employment, and to their working and living conditions;

(3) maintaining the principle of the open door between the management and employees, by providing regular facilities for access by employees' representatives to the management, and of consultation by the management with representatives of the employees;

(4) promoting just and harmonious relations between the management and employees;

(5) furthering the common interests of the management and employees on matters pertaining to works organization, industrial efficiency, and social well-being.

To further ensure the fulfilment of this purpose, a known, orderly, and expeditious procedure in Matters Requiring Adjustment, and a statement of Principles and Policies to Govern in Industrial Relations, are set forth.

Nothing herein provided is intended to, or shall in any way, abridge or conflict with the right of employees to belong to any society, fraternity, labor union, or other legitimate organization.

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Part I

DEPARTMENT OF INDUSTRIAL RELATIONS

A Department of Industrial Relations shall be organized under the management of a Director of Industrial Relations, and shall embrace all existing and contemplated activities pertaining to social and industrial betterment and the well-being of employees at the Company's refineries and other producing and distributing plants.

Director of Industrial Relations:

The Director of Industrial Relations shall have supervision of the work of the Department of Industrial Relations, and the administration of the Company's labor policies, including the supervision of the carrying out of the Plan of Representation of Employees, as herein provided. He shall co-ordinate the work of the Department, and so arrange its administration as to permit of co-operation by the employees. He shall be especially concerned with the maintenance of just and harmonious relations between all persons in the industry.

President's Industrial Representative:

The Director of Industrial Relations shall be known also as the President's Industrial Representative, and shall be responsible for the discharge of his duties to the President

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of the Company. It shall be his duty to see that the President is kept fully advised on all matters pertaining to industrial relations deserving of the Company's consideration.

Assistants to Director of Industrial Relations:

Assistants to the Director of Industrial Relations may be appointed at any of the Company's refineries or other properties, and where so appointed shall have, subject to the approval of the Director, the same rights and duties and bear the same relation to the local Manager as the Director of Industrial Relations bears to the President of the Company.

Relation of Managers, Superintendents, and Employees to Department of Industrial Relations:

To ensure consideration of any matters which, in the opinion of any of the Company's managers, superintendents, or workmen, are deserving of attention by the Department of Industrial Relations, it shall be understood as a part of the Company's policy that suggestions and opinions from any source are welcome, and that managers, superintendents, and representatives of employees (as hereinafter provided for) are free at all times to communicate, in person or by letter, with the Director of Industrial Relations on matters pertaining to the activities of his department. The Director shall see that

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all such communications are duly acknowledged, and that matters referred to him are promptly considered, and so far as possible disposed of, and that such action is taken with respect to the Company's labor policies as will ensure their execution in a prompt and satisfactory manner.

Divisions of the Department of Industrial Relations:

The following shall constitute main divisions of the Department of Industrial Relations at the time of its organization. Other divisions may be added from time to time on the recommendation of the Director of Industrial Relations and the approval of the Board of Directors.

1. Employment Division
2. Safety and Accidents Division
3. Health and Welfare Division (including Sanitation)
4. Housing Division
5. Workmen's Compensation Division
6. Annuities and Benefits Division (including social insurance in any form)
7. Statistics and Publications.

Administration of Department of Industrial Relations:

The work of officers of the Company having at present to do, in whole or in part, with industrial relations in any of the particulars mentioned shall be related to the Department of Industrial Relations in such a manner as to admit of continuous co-operation with the Department in its work, and co-ordination of activities long lines of highest efficiency.

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Where the scope and importance of the work of any division or part of a division necessitate and justify some one person's attention being given exclusively to the superthtion or execution of duties pertaining thereto, the work of such division shall be assigned to an official designated so as appropriately to relate his position to the effective discharge of its duties.

Where the work of any division, either in importance or in amount, is not sufficient of itself to warrant the exclusive attention of a specially designated official, it shall be combined with the work of some other division, in such manner as the Director of Industrial Relations, upon approval of the Board of Directors, may determine.

The Company shall provide such clerical assistance as may be required for the adequate discharge of the work of the Department of Industrial Relations in all its divisions.

Company Periodical:

The Company shall publish a periodical which shall be a means of communication between the management, the employees, and the public, concerning the policies and activities of the Company and its employees. This periodical shall be used as a means of co-ordinating, harmonizing, and furthering the work of the Department of Industrial Relations,

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and of acquainting all parties with what is being done in connection with its various activities.

The Company periodical shall contain mention of the personnel of the Company's officers, the Management's and Employees' Representatives, the members of joint committees, and the proceedings of meetings and conferences in which employees are likely to be interested. It should also be a medium for recording data and events, making announcements with reference to Company matters, and otherwise diffusing information likely to be of general interest.

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Part II

REPRESENTATION OF EMPLOYEES

At each of the Company's refineries, and at such other of the Company's properties as the Board of Directors may designate, employees shall be entitled to a voice in the control of matters pertaining to their employment and working and living conditions, through representatives of their number to be chosen as herein provided.

Basis of Representation:

1. Employees shall be entitled to representation on a basis of at least one representative to approximately every 150 employees.

2. For the purpose of applying the unit of representation, the Works shall be divided according to departments and natural subdivisions. Whenever it becomes necessary to group a number of small departments in order to complete a unit of representation, regard shall be had to logical groupings and location.

3. The groupings of employees into divisions at the several works shall be publicly posted at the time of the nominations and elections.

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4. Each division shall be entitled to two representatives, unless in any one division the number of employees should be less than 100, in which event the division shall be entitled to only one representative.

5. The Joint General Committee (as hereinafter provided) may alter the arrangement of voting divisions wherever it deems a change desirable in order to secure more complete and fair representation.

Term of Representation:

1. Representatives shall be elected for a term of one year, and shall be eligible for re-election.

2. A representative may be recalled on petition signed by two-thirds of the voters in his division.

3. Vacancies in the office of representative shall be filled in such manner and at such time as the Director of Industrial Relations may determine.

Qualifications of Representatives and Voters:

1. Any employee (except as hereinafter mentioned) who has been on the Company's pay-roll for a period of six months prior to nominations, who is twenty-one years of age or over, and who is an American citizen or has taken out his first papers, shall be considered qualified for nomination and election as a representative.

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2. Any employee (except as hereinafter mentioned) who has been on the Company's pay-roll for at least sixty days prior to the date fixed for nominations shall be entitled to vote for representatives.

3. Company officials, salaried employees, and employees having the power to hire and discharge or of the grade of assistant foreman or above, shall not be eligible to act as employees' representatives or be qualified to vote. Representation of the interests of such employees shall be provided for otherwise by the Company.

4. To be entitled to nomination and election as employees' representative, the person nominated must be employed in the division for which he is nominated.

Nominations and Elections:

1. Nominations and elections shall be held annually.*

2. Notices of nominations and elections shall be posted publicly and conspicuously at least one week prior to the date at which they are to be held.

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* The first elections of employees' representatives shall be held as soon as practicable after the authorization of this procedure by the Board of Directors. For the purpose of the first elections, the nominations and elections shall be combined, and representatives chosen by secret ballot from among employees in the several divisions in accordance with a method similar to that herein provided, to be arranged by the Director of Industrial Relations. Representatives thus chosen shall hold office only until the elections of January 1920.

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3. Nominations and elections shall be held during the month of January, on days to be arranged by the Director of Industrial Relations in conference with the Joint General Committee (hereinafter provided for). Not more than seven, or less than three days shall elapse between the day for nominations and the day of elections.

4. Nominations and elections shall be by secret ballot, and so conducted as to avoid undue influence or interference with voters in any manner whatsoever, and to prevent any fraud in the counting of ballots or otherwise.

5. On the day of nominations, each duly qualified voter shall be furnished with a ballot stating the number of persons for whom he is entitled to vote, on which he shall write, or have written, the names of the fellow employees in his division whom he desires to nominate as representatives.

6. A voter may place in nomination as candidates for representatives twice the number of persons to which his department is entitled; except in divisions entitled to only one or two representatives, in which case three persons may be nominated to every one to be elected.

7. If on any ballot the same name is placed in nomination more than once, it shall be counted but once.

8. Should the number of persons nominated on any ballot exceed the proper number, only the first names, to

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the number to which the voter is entitled to nominate, will be counted.

9. Those who receive the largest number of votes, up to three times the number of representatives to be elected, shall be declared nominated, and shall be candidates for election.

10. On the day of elections, each duly qualified voter shall be furnished with a ballot on which the names of the candidates shall be printed in alphabetical order. The voter shall indicate his preference by placing a cross (x) opposite the names of the candidates of his choice.

11. Candidates to the number of representatives to which a division ~~or subdivision~~ is entitled may be voted for, and this number shall be stated on the ballot. If this number is exceeded, the ballot shall be void.

12. Each voter shall deposit his own ballot in a box provided for that purpose, and the ballots shall be counted under the direction and supervision of tellers appointed by the employees and management respectively.

13. In the event of a tie, seniority in the Company's employ immediately preceding the date of the election shall determine the choice.

14. The Director of Industrial Relations shall supervise the conduct of elections, and shall see that they

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are so conducted that both the management and employees have reason to have every confidence in the manner in which they are carried on. To this end, he shall arrange:

(i) that the ballot of each employee, properly filled out, as above, shall be deposited by the employee himself in a ballot box, which shall be placed at some convenient place or presented to the employees at some convenient time within the hours fixed for holding the elections;

(ii) that one or more of the employees, and one or more of the officials of the Company act as tellers, and safeguard the taking of the vote, and that the ballot boxes remain in their custody until the ballots are counted;

(iii) that the ballots are openly counted, and that the candidates, or persons on their behalf, may be present to witness the count;

(iv) that the voting is so conducted that the employees on all shifts shall have the right to vote before the ballots are counted;

(v) that the ballots are counted as soon as possible after the close of voting, and that lists in duplicate, showing the number of votes cast for each person, should be prepared and signed by the tellers, one of which lists shall be posted on a bulletin board in a conspicuous place, and one forwarded to the Director of Industrial Relations.

(vi) that the ballots, after being counted, are carefully sealed and sent to the Director of Industrial Relations, who shall retain them in his custody for a period of two weeks, within which time it shall be permissible for the employees to appeal to the Director of Industrial Relations against any alleged fraud or unfairness in the conduct of the elections or the invalidity of the count, or otherwise. If the Director of Industrial Relations has reason to believe that the irregularities complained of were substantial, and that the outcome of the election has been affected thereby, he shall order a new election. If the appeal discloses substantial grounds and is made in the form of a petition for a new election, signed by two-thirds of the employees entitled to vote, a new election shall be granted without the exercise of any option by the Director of Industrial Relations.

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JOINT REPRESENTATION OF MANAGEMENT AND EMPLOYEES

To afford a means of securing to employees a greater share in and responsibility for the determination and observation of the conditions under which their work is carried on, together with a better understanding and closer co-operation between the employees and the management in all matters pertaining to employment and working and living conditions, ~~the machinery of~~ representation as herein provided shall be utilized to effect these ends by:

A - Close and frequent contact between the President's and Management's Industrial Representatives and the Employees' Representatives.

B - Regular and special meetings of joint committees composed of representatives of the employees and of the management.

C - Annual or special conferences.

A

1. The President's Industrial Representative and his assistants, the Managers' Industrial Representatives, shall respond promptly to any request from employees' representatives, and shall interview all the employees' representatives from time to time with reference to matters of concern to employees, and report the result of such interviews to the management.

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2. The President's Industrial Representative and his assistants shall also be available for purposes of conference by managers, superintendents, foremen, and other officers and officials of the Company with respect to any condition requiring attention, or any matter pertaining to relations with other officials or employees of the Company; and the President's Industrial Representative and his assistants shall be free at all times to confer with any official or officer of the Company with respect to any condition or matter of concern to the employees or the management.

B

Organization and Membership of Joint Committees:

1. Immediately following the elections of employees' representatives, a Joint General Committee, to be known as the Committee on Industrial Relations, shall be formed at each of the Company's refineries or other properties, for the purpose of ensuring conference between the employees and the management on such matters as wages, hours, employment, and working conditions; housing, domestic economies, and living conditions; safety and prevention of accidents; sanitation and health; works practice, methods, and economies; education and publications; recreation, athletics, and entertainment; and any other matters of mutual interest to employees and management or of special interest to employees.

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2. At the time of the formation of the Joint General Committee, the Employees' Representatives shall designate one of their number to act as President, and another of their number to act as Secretary of the Employees' Representatives, which officers shall be the medium of communication between the Employees' Representatives and the President's and Management's Representatives on matters requiring collective action.

3. The Joint General Committee on Industrial Relations shall be composed of all the employees' representatives, and members to be designated by the management as its representatives. The management's representatives may equal, but shall not exceed in number, the employees' representatives.

4. The Joint General Committee may appoint such number of sub-committees as it may deem desirable for the efficient transaction of business coming before it. On all such sub-committees, both the employees and the management shall be represented. The representatives of the management may equal, but shall not exceed the employees' representatives in number.

5. Vacancies on the Joint General Committee, pending the election of new representatives, shall be filled, in the case of employees' representatives, by those of their number already serving on such committee; and in the case of the management's representatives, by the manager or superintendent of the plant.

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6. At any time, by joint consent of the representatives of the employees and of the management, the number of sub-committees or the membership of any sub-committee may be reduced or increased, or any two or more sub-committees may be combined.

7. The Joint General Committee shall arrange its own procedure. It shall be presided over alternately by representatives of the employees and representatives of the management. The President's or Managers' Industrial Representatives may attend any meetings of the Joint General Committee.

8. The Joint General Committee shall keep full records of its proceedings.

9. A majority of the employees' representatives, together with a majority of the management's representatives, on the Joint General Committee or any subcommittee thereof, shall constitute a quorum.

Meetings, Duties, and Powers of Joint Committees:

1. The Joint General Committee, or sub-committees thereof, shall hold regular meetings at least once each month; the time and place of such meetings to be arranged by the President's (or Manager's) Industrial Representative in conference with the President and Secretary of the Employees' Representatives.

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2. Special meetings of the Joint General Committee or sub-committees may be held, as occasion may require, upon the decision of the Joint General Committee or upon agreement between the President's (or Manager's) Industrial Representative and the President and Secretary of the Employees' Representatives.

3. For time necessarily occupied in actual attendance at regular meetings, or at special meetings called during working hours, employees shall receive from the Company payment commensurate with their average earnings.

4. The Joint General Committee shall have jurisdiction to consider any of the subjects above mentioned, and such other matters and things as may from time to time be brought before it for consideration by representatives of either the employees or the management.

5. The Joint General Committee may make to the management any recommendations which in its judgment are deserving of consideration; and matters may be referred by the management to the Joint General Committee for consideration and report.

6. Any representative shall have the right to place before the Joint General Committee, at any one of its regular meetings, any matter of concern to an appreciable number of employees; and the Committee may of its own motion investigate and consider matters of interest to employees.

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7. The Joint General Committee, when dealing with matters of concern to the management or to any appreciable number of employees, shall have the right of inviting into conference any employees or officials of the Company concerned with or likely to be interested in such matters, and shall have the right to obtain information which will serve to promote the maintenance of just and harmonious relations, to assist in increasing efficiency, or to add to the health, safety, and well-being of employees.

C

Annual Joint Conference:

1. In addition to the meetings of the Joint General Committee, there shall be an Annual Joint Conference, to be attended by all the employees' representatives and by the President and such other officers of the Company as he may designate.

2. If for geographical or other obvious reasons it appears inadvisable to have all the employees' representatives present at any one Annual Joint Conference, a series of annual joint conferences shall be arranged at a time and places to be determined by the President's Industrial Representative, after conference with the Chairmen and Secretaries of the Employees' Representatives concerned.

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3. Upon like joint approval, persons other than those connected with the Company may be invited to attend any part or the whole of the proceedings of the Annual Joint Conference.

4. At the Annual Joint Conference, reports covering the work of the year shall be made by the several joint committees, and matters of common interest discussed.

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Part III

PROCEDURE IN MATTERS REQUIRING ADJUSTMENT

In order to provide an orderly, expeditious, and effective procedure in the settlement of all matters requiring adjustment, as well as to protect employees against unjust or arbitrary treatment or any unfair or undesirable condition in their employment, and to assist the management in the detection of grievances in incipient stages, it is provided that employees shall have the following rights with respect to all such matters, to be exercised in the order indicated.

As to Discharges:

For offences other than such as are publicly posted, an employee shall not be discharged without first having been notified that a repetition of the offence will make him liable to dismissal. Such notice may be given by the foreman, who shall forthwith send a copy of such notification to the Employment Department (where no Employment Department exists, then to the Manager's Industrial Representative).

Foremen finding that the interests of the business require the suspension or dismissal of an employee for the commission of any one of the posted list of offences, or for the commission of any other offence after warning notice has

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been given, shall report the case fully to the Employment Department. This Department, after investigation, may approve the proposed suspension or arrange to transfer the employee, or, if the facts warrant, discharge him, after securing the approval of the Superintendent of the Works.

A list of suspensions and discharges, together with the reasons therefor, shall be forwarded monthly by the Employment Department to the Manager's Industrial Representative.

Posting of Offences:

The following is the list of offences for which an employee may be suspended or dismissed without further notice. This list is to be posted conspicuously in each department.

(Insert list from Standard Oil Company of New Jersey Joint Agreement, or other list as agreed upon).

Right of Appeal:

Any employee who feels that he has been unjustly treated or subjected to any unfair conditions has the right to appeal to the General Superintendent and the higher officials of the Company, provided he shall first seek to have the matter adjusted by conference, in person or through his regularly elected representative, with the foreman, the superintendent of the department, and the Employment Department.

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Reference to Joint General Committee on Industrial Relations:

Where a satisfactory disposition of any matter has not been effected within a reasonable time, the employee or employees concerned through their representatives, or the management through the Management's Representative, may require such matter to be referred to the Joint General Committee on Industrial Relations, or any appropriate subcommittee thereof, by a request in writing addressed to said committee, specifying in detail the matter requiring adjustment, and the reasons which warrant its consideration by said committee. The Joint General Committee on Industrial Relations, or the appropriate subcommittee thereof, shall consider any such matter with reasonable promptness, at a regular or special meeting, and may adopt such means as are necessary to ascertain the facts and effect a settlement.

Reference to the President of the Company:

If the Joint General Committee on Industrial Relations fails to effect a satisfactory settlement, the matter shall be referred to the President of the Company, who shall endeavor to adjust the same.

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Reference to Arbitration:

If the President of the Company fails to effect a satisfactory settlement, the matter may be referred - if the President and a majority of the employees concerned or their representatives agree to such reference - to an arbitrator or arbitrators, to be determined at the time according to the nature of the controversy. Where arbitration has been agreed upon, if the President and the employees' representatives are unable to agree upon an arbitrator or arbitrators, the President shall select one arbitrator, and the employees' representatives shall select one arbitrator; and the two arbitrators thus selected shall endeavor to settle the matter in dispute.

If the arbitrators are unable to settle the matter in dispute, they shall select a third arbitrator, and the decision of any two of the three thus chosen shall be final and binding upon the parties.

Reference to the State Industrial Commission:

Should the President prefer not to decide a question at issue, or should it fail of reference to arbitration in the manner herein provided, the matter ~~shall~~ may be referred ~~automatically~~ to the Industrial Commission of the State within which the matter in dispute has arisen, for settlement by such Commission in accordance with its powers.

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Independence of Employees' Representatives:

1. It is understood that every representative shall be free to discharge his duties in an independent manner, without fear that his individual relations with the Company may be affected in the least degree by any action taken by him in good faith in his representative capacity.

2. To ensure each representative his right to independent action, he shall have the right to take the question of an alleged personal discrimination against him, on account of his acts in his representative capacity, to the President's Industrial Representative or to any of the superior operating officers, and to the President of the Company.

3. Having exercised this right in the consecutive order indicated, and failing a satisfactory remedy within fifteen days, a representative shall have, for the ensuing fifteen days, the further right of appeal to the Industrial Commission of his State or to the Secretary of Labor at Washington. The Company shall furnish the said Industrial Commission or Secretary of Labor with every facility for the determination of the facts; and as regards any representative found by said Industrial Commission or Secretary of Labor to have been unfairly dealt with, the Company shall make such reparation as the said Commission or Secretary may deem just.

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Part IV

PRINCIPLES AND POLICIES GOVERNING RELATIONS BETWEEN THE MANAGEMENT AND EMPLOYEES

The Rights of Management:

The management of the several works and the direction of the working forces, including the right to hire, discharge, suspend, or transfer, and the right to relieve employees from duty because of lack of work or for other legitimate reason, is vested exclusively in the Management; and except as expressly restricted herein, these rights shall not be abridged by anything contained herein.

Publicity concerning Rules, Regulations, Etc.:

The policy of the Company is to avoid uncertainty in the minds of its employees as to the terms and conditions of their employment, and the rules and regulations of the Company governing the same. Employees are to feel free to inquire of their foremen or superintendents, or of the Management's Representative concerning any matter pertaining to their employment of which they may be ignorant or in doubt.

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In fixing wages and conditions of labor, the Company will have regard for the labor standards, wage scales, and other conditions prevailing in the localities concerned. The right of all workers, including common laborers, to a living wage is recognized by the Company; and in fixing wages, minimum rates of pay shall be established which will have regard for the subsistence of the diligent worker and his family in health and reasonable comfort.

Health and Well-being of Employees:

The Company will use its best endeavors at all times to protect its employees against injury to body or health, and to afford such reasonable facilities for the comfort and convenience of employees as the conditions of their employment will permit.

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In order effectively to safeguard the welfare, health, and proper comfort of workers, and to promote efficiency, the Company will continue to regulate the employment of its labor on a basic eight-hour day.

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Women in Industry:

Where necessary to employ women on work ordinarily performed by men, the Company will continue to allow equal pay for equal work, and will see that women are not allotted tasks disproportionate to their strength. The employment of women at work other than that for which they are specially adapted will not be encouraged, and will not be permitted where an adequate supply of male labor is available.

No Discrimination on account of Membership or Non-membership in Labor or other organizations:

There shall be no discrimination by the Company or by any of its employees on account of membership or non-membership of employees in any society, fraternity, or labor union.

Method of Carrying Out Improvements:

Except where expressly provided for otherwise, improvements in the nature of industrial betterments will be carried out by the regular Company organization. In its industrial relations generally, the Company will seek to promote the principle of self-government and of representation of all interests involved, and the adjustment of these relations in accordance with right principles.

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Amendments:

As respects the Representation of Employees, any method of procedure or other feature herein may be amended at any time by a petition signed or concurred in by two-thirds of the employees' representatives and the President's Industrial Representative.

Cost of Administration:

The Company shall provide a suitable place for meetings of representatives and joint committees, and shall defray such expenses as are necessarily incidental to the activities herein provided.

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The Standard Oil Company
(Indiana)

ORGANIZATION OF ACTIVITIES

pertaining to

INDUSTRIAL RELATIONS

Purpose

Part I

Department of Industrial Relations

Part II

Representation of Employees

Part III

Procedure in Matters Requiring Adjustment

Part IV

Principles and Policies Governing
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AUTHORIZATION BY BOARD OF DIRECTORS

To further a spirit of hearty co-operation on the part of all engaged in the industrial activities of The Standard Oil Company (Indiana), as well as to promote the well-being of the Company's employees, and the maintenance of just and harmonious relations, the Directors of the Company have authorized the organization of activities pertaining to industrial relations, and the representation of employees in joint conference with the Management as herein provided.

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Standard Oil Company (Indiana)

INDUSTRIAL RELATIONS

PURPOSE

A Department of Industrial Relations and Representation of Employees in joint conference with the Management are herein provided by The Standard Oil Company (Indiana), with a view to:

(1) providing effective communication and means of contact between the management and employees on matters pertaining to industrial relations;

(2) affording to employees a share in the control of matters pertaining to their employment, and to their working and living conditions;

(3) maintaining the principle of the open door between the management and employees, by providing regular facilities for access by employees' representatives to the management, and of consultation by the management with representatives of the employees;

(4) promoting just and harmonious relations between the management and employees;

(5) furthering the common interests of the management and employees on matters pertaining to works organization, industrial efficiency, and social well-being.

To further ensure the fulfilment of this purpose, a known, orderly, and expeditious Procedure in Matters Requiring Adjustment, and a statement of Principles and Policies to Govern in Industrial Relations, are set forth.

Nothing herein provided is intended to, or shall in any way, abridge or conflict with the right of employees to belong to any society, fraternity, labor union, or other legitimate organization.

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Part I

DEPARTMENT OF INDUSTRIAL RELATIONS

A Department of Industrial Relations shall be organized under the management of a Director of Industrial Relations, and shall embrace all existing and contemplated activities pertaining to social and industrial betterment and the well-being of employees at the Company's refineries and other producing and distributing plants.

Director of Industrial Relations:

The Director of Industrial Relations shall have supervision of the work of the Department of Industrial Relations, and the administration of the Company's labor policies, including the supervision of the carrying out of the Plan of Representation of Employees, as herein provided. He shall co-ordinate the work of the Department, and so arrange its administration as to permit of co-operation by the employees. He shall be especially concerned with the maintenance of just and harmonious relations between all persons in the industry.

President's Industrial Representative:

The Director of Industrial Relations shall be known also as the President's Industrial Representative, and shall be responsible for the discharge of his duties to the President

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of the Company. It shall be his duty to see that the President is kept fully advised on all matters pertaining to industrial relations deserving of the Company's consideration.

Assistants to Director of Industrial Relations:

Assistants to the Director of Industrial Relations may be appointed at any of the Company's refineries or other properties, ~~and where so appointed shall have, subject to the approval of the Director, the same rights and duties and bear the same relation to the local Manager as the Director of Industrial Relations bears to the President of the Company~~.

Relation of Managers, Superintendents, and Employees to Department of Industrial Relations:

To ensure consideration of any matters which, in the opinion of any of the Company's managers, superintendents, or workmen, are deserving of attention by the Department of Industrial Relations, it shall be understood as a part of the Company's policy that suggestions and opinions from any source are welcome, and that managers, superintendents, and representatives of employees (as hereinafter provided for) are free at all times to communicate, in person or by letter, with the Director of Industrial Relations on matters pertaining to the activities of his department. The Director shall see that

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all such communications are duly acknowledged, and that matters referred to him are promptly considered, and so far as possible disposed of, and that such action is taken with respect to the Company's labor policies as will ensure their execution in a prompt and satisfactory manner.

Divisions of the Department of Industrial Relations:

The following shall constitute main divisions of the Department of Industrial Relations at the time of its organization. Other divisions may be added from time to time on the recommendation of the Director of Industrial Relations and the approval of the Board of Directors.

1. Employment Division
2. Safety and Accidents Division
3. Health and Welfare Division (including Sanitation)
4. Housing Division
5. Workmen's Compensation Division
6. Annuities and Benefits Division (including social insurance in any form)
7. Statistics and Publications.

Administration of Department of Industrial Relations:

The work of officers of the Company having at present to do, in whole or in part, with industrial relations in any of the particulars mentioned shall be related to the Department of Industrial Relations in such a manner as to admit of continuous co-operation with the Department in its work, and co-ordination of activities along lines of highest efficiency.

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Where the scope and importance of the work of any division or part of a division necessitate and justify some one person's attention being given exclusively to the supervision or execution of duties pertaining thereto, the work of such division shall be assigned to an official designated so as appropriately to relate his position to the effective discharge of its duties.

Where the work of any division, either in importance or in amount, is not sufficient of itself to warrant the exclusive attention of a specially designated official, it shall be combined with the work of some other division, in such manner as the Director of Industrial Relations, upon approval of the Board of Directors, may determine.

The Company shall provide such clerical assistance as may be required for the adequate discharge of the work of the Department of Industrial Relations in all its divisions.

Company Periodical:

The Company shall publish a periodical which shall be a means of communication between the management, the employees, and the public, concerning the policies and activities of the Company and its employees. This periodical shall be used as a means of co-ordinating, harmonizing, and furthering the work of the Department of Industrial Relations,

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and of acquainting all parties with what is being done in connection with its various activities.

The Company periodical shall contain mention of the personnel of the Company's officers, the Management's and Employees' Representatives, the members of joint committees, and the proceedings of meetings and conferences in which employees are likely to be interested. It should also be a medium for recording data and events, making announcements with reference to Company matters, and otherwise diffusing information likely to be of general interest.

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Part II

REPRESENTATION OF EMPLOYEES

At each of the Company's refineries, and at such other of the Company's properties as the Board of Directors may designate, employees shall be entitled to a voice in the control of matters pertaining to their employment and working and living conditions, through representatives of their number to be chosen as herein provided.

Basis of Representation:

1. Employees shall be entitled to representation on a basis of at least one representative to approximately every 150 employees.

2. For the purpose of applying the unit of representation, the Works shall be divided according to departments and natural subdivisions. Whenever it becomes necessary to group a number of small departments in order to complete a unit of representation, regard shall be had to logical groupings and location.

3. The groupings of employees into divisions at the several works shall be publicly posted at the time of the nominations and elections.

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4. Each division shall be entitled to two representatives, unless in any one division the number of employees should be less than 100, in which event the division shall be entitled to only one representative.

5. The Joint General Committee (as hereinafter provided) may alter the arrangement of voting divisions wherever it deems a change desirable in order to secure more complete and fair representation.

Term of Representation:

1. Representatives shall be elected for a term of one year, and shall be eligible for re-election.

2. A representative may be recalled on petition signed by two-thirds of the voters in his division.

3. Vacancies in the office of representative shall be filled in such manner and at such time as the Director of Industrial Relations may determine.

Qualifications of Representatives and Voters:

1. Any employee (except as hereinafter mentioned) who has been on the Company's pay-roll for a period of six months prior to nominations, who is twenty-one years of age or over, and who is an American citizen or has taken out his first papers, shall be considered qualified for nomination and election as a representative.

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2. Any employee (except as hereinafter mentioned) who has been on the Company's pay-roll for at least sixty days prior to the date fixed for nominations shall be entitled to vote for representatives.

3. Company officials, salaried employees, and employees having the power to hire and discharge or of the grade of assistant foreman or above, shall not be eligible to act as employees' representatives or be qualified to vote. Representation of the interests of such employees shall be provided for otherwise by the Company.

4. To be entitled to nomination and election as employees' representative, the person nominated must be employed in the division for which he is nominated.

Nominations and Elections:

1. Nominations and elections shall be held annually.+

2. Notices of nominations and elections shall be posted publicly and conspicuously at least one week prior to the date at which they are to be held.

+ The first elections of employees' representatives shall be held as soon as practicable after the authorization of this procedure by the Board of Directors. For the purpose of the first elections, the nominations and elections shall be combined, and representatives chosen by secret ballot from among employees in the several divisions in accordance with a method similar to that herein provided, to be arranged by the Director of Industrial Relations. Representatives thus chosen shall hold office only until the elections of January 1920.

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3. Nominations and elections shall be held during the month of January, on days to be arranged by the Director of Industrial Relations in conference with the Joint General Committee (hereinafter provided for). Not more than seven, or less than three days shall elapse between the day for nominations and the day of elections.

4. Nominations and elections shall be by secret ballot, and so conducted as to avoid undue influence or interference with voters in any manner whatsoever, and to prevent any fraud in the counting of ballots or otherwise.

5. On the day of nominations, each duly qualified voter shall be furnished with a ballot stating the number of persons for whom he is entitled to vote, on which he shall write, or have written, the names of the fellow employees in his division whom he desires to nominate as representatives.

6. A voter may place in nomination as candidates for representatives twice the number of persons to which his department is entitled; except in divisions entitled to only one or two representatives, in which case three persons may be nominated to every one to be elected.

7. If on any ballot the same name is placed in nomination more than once, it shall be counted but once.

8. Should the number of persons nominated on any ballot exceed the proper number, only the first names, to

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the number to which the voter is entitled to nominate, will be counted.

9. Those who receive the largest number of votes, up to three times the number of representatives to be elected, shall be declared nominated, and shall be candidates for election.

10. On the day of elections, each duly qualified voter shall be furnished with a ballot on which the names of the candidates shall be printed in alphabetical order. The voter shall indicate his preference by placing a cross (x) opposite the names of the candidates of his choice.

11. Candidates to the number of representatives to which a division ~~or subdivision~~ is entitled may be voted for, and this number shall be stated on the ballot. If this number is exceeded, the ballot shall be void.

12. Each voter shall deposit his own ballot in a box provided for that purpose, and the ballots shall be counted under the direction and supervision of tellers appointed by the employees and management respectively.

13. In the event of a tie, seniority in the Company's employ immediately preceding the date of the election shall determine the choice.

14. The Director of Industrial Relations shall supervise the conduct of elections, and shall see that they

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are so conducted that both the management and employees have reason to have every confidence in the manner in which they are carried on. To this end, he shall arrange:

(i) that the ballot of each employee, properly filled out, as above, shall be deposited by the employee himself in a ballot box, which shall be placed at some convenient place or presented to the employees at some convenient time within the hours fixed for holding the elections;

(ii) that one or more of the employees, and one or more of the officials of the Company act as tellers, and safeguard the taking of the vote, and that the ballot boxes remain in their custody until the ballots are counted;

(iii) that the ballots are openly counted, and that the candidates, or persons on their behalf, may be present to witness the count;

(iv) that the voting is so conducted that the employees on all shifts shall have the right to vote before the ballots are counted;

(v) that the ballots are counted as soon as possible after the close of voting, and that lists in duplicate, showing the number of votes cast for each person, should be prepared and signed by the tellers, one of which lists shall be posted on a bulletin board in a conspicuous place, and one forwarded to the Director of Industrial Relations.

(vi) that the ballots, after being counted, are carefully sealed and sent to the Director of Industrial Relations, who shall retain them in his custody for a period of two weeks, within which time it shall be permissible for the employees to appeal to the Director of Industrial Relations against any alleged fraud or unfairness in the conduct of the elections or the invalidity of the count, or otherwise. If the Director of Industrial Relations has reason to believe that the irregularities complained of were substantial, and that the outcome of the election has been affected thereby, he shall order a new election. If the appeal discloses substantial grounds and is made in the form of a petition for a new election, signed by two-thirds of the employees entitled to vote, a new election shall be granted without the exercise of any option by the Director of Industrial Relations.

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JOINT REPRESENTATION OF MANAGEMENT AND EMPLOYEES

To afford a means of securing to employees a greater share in and responsibility for the determination and observation of the conditions under which their work is carried on, together with a better understanding and closer co-operation between the employees and the management in all matters pertaining to employment and working and living conditions, ~~the machinery of~~ representation as herein provided shall be utilized to effect these ends by:

A - Close and frequent contact between the ~~President's~~ Director of Industrial Relations and ~~the Manager's~~ Management's Industrial Representatives and the Employees' Representatives.

B - Regular and special meetings of joint committees composed of representatives of the employees and of the management.

C - Annual or special conferences.

A

1. The ~~President's Industrial Representative~~ Director of Industrial Relations and his assistants, the Managers' Industrial Representatives, shall respond promptly to any request from employees' representatives, and shall interview all the employees' representatives from time to time with reference to matters of concern to employees, and report the result of such interviews to the management.

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2. The ~~President's Industrial Representative~~ Director of Industrial Relations and his assistants shall also be available for purposes of conference by managers, superintendents, foremen, and other officers and officials of the Company with respect to any condition requiring attention, or any matter pertaining to relations with other officials or employees of the Company; and the ~~President's Industrial Representative~~ Director of Industrial Relations and his assistants shall be free at all times to confer with any official or officer of the Company with respect to any condition or matter of concern to the employees or the management.

B

Organization and Membership of Joint Committees:-

1. Immediately following the elections of employees' representatives, a Joint General Committee, to be known as the Committee on Industrial Relations, shall be formed at each of the Company's refineries or other properties, for the purpose of ensuring conference between the employees and the management on such matters as wages, hours, employment, and working conditions; housing, domestic economies, and living conditions; safety and prevention of accidents; sanitation and health; works practice, methods, and economies; education and publications; recreation, athletics, and entertainment; and any other matters of mutual interest to employees and management or of special interest to employees.

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2. At the time of the formation of the Joint General Committee, the Employees' Representatives shall designate one of their number to act as President, and another of their number to act as Secretary of the Employees' Representatives, which officers shall be the medium of communication between the Employees' Representatives and the ~~President's~~ Director of Industrial Relations and Management's Representatives on matters requiring collective action.

3. The Joint General Committee on Industrial Relations shall be composed of all the employees' representatives, and members to be designated by the management as its representatives. The management's representatives may equal, but shall not exceed in number, the employees' representatives.

4. The Joint General Committee may appoint such number of sub-committees as it may deem desirable for the efficient transaction of business coming before it. On all such sub-committees, both the employees and the management shall be represented. The representatives of the management may equal, but shall not exceed the employees' representatives in number.

5. Vacancies on the Joint General Committee, pending the election of new representatives, shall be filled, in the case of employees' representatives, by those of their number already serving on such committee; and in the case of the management's representatives, by the manager or superintendent of the plant.

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6. At any time, by joint consent of the representatives of the employees and of the management, the number of sub-committees or the membership of any sub-committee may be reduced or increased, or any two or more sub-committees may be combined.

7. The Joint General Committee shall arrange its own procedure. It shall be presided over alternately by representatives of the employees and representatives of the management. The ~~Presidents~~ Director of Industrial Relations or Manager's Industrial Representatives may attend any meetings of the Joint General Committee.

8. The Joint General Committee shall keep full records of its proceedings.

9. A majority of the employees' representatives, together with a majority of the management's representatives, on the Joint General Committee or any subcommittee thereof, shall constitute a quorum.

Meetings, Duties, and Powers of Joint Committees:

1. The Joint General Committee, or sub-committees thereof, shall hold regular meetings at least once each month; the time and place of such meetings to be arranged by the ~~President's~~ Director of Industrial Relations /or Manager's\ Industrial Representative in conference with the President and Secretary of the Employees' Representatives.

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2. Special meetings of the Joint General Committee or sub-committees may be held, as occasion may require, upon the decision of the Joint General Committee or upon agreement between the ~~President's~~ Director of Industrial Relations (or Management's Industrial Representative and the President and Secretary of the Employees' Representatives.

3. For time necessarily occupied in actual attendance at regular meetings, or at special meetings called during working hours, employees shall receive from the Company payment commensurate with their average earnings.

4. The Joint General Committee shall have jurisdiction to consider any of the subjects above mentioned, and such other matters and things as may from time to time be brought before it for consideration by representatives of either the employees or the management.

5. The Joint General Committee may make to the management any recommendations which in its judgment are deserving of consideration; and matters may be referred by the management to the Joint General Committee for consideration and report.

6. Any representative shall have the right to place before the Joint General Committee, at any one of its regular meetings, any matter of concern to an appreciable number of employees; and the Committee may of its own motion investigate and consider matters of interest to employees.

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7. The Joint General Committee, when dealing with matters of concern to the management or to any appreciable number of employees, shall have the right of inviting into conference any employees or officials of the Company concerned with or likely to be interested in such matters, and shall have the right to obtain information which will serve to promote the maintenance of just and harmonious relations, to assist in increasing efficiency, or to add to the health, safety, and well-being of employees.

C

Annual Joint Conference:

1. In addition to the meetings of the Joint General Committee, there shall be an Annual Joint Conference, to be attended by all the employees' representatives and by the President and such other officers of the Company as he may designate.

2. If for geographical or other obvious reasons it appears inadvisable to have all the employees' representatives present at any one Annual Joint Conference, a series of annual joint conferences shall be arranged at ~~x~~ times and places to be determined by the ~~President's Industrial Representative~~ Director of Industrial Relations, after conference with the Chairmen and Secretaries of the Employees' Representatives concerned.

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3. Upon like joint approval, persons other than those connected with the Company may be invited to attend any part or the whole of the proceedings of the Annual Joint Conference.

4. At the Annual Joint Conference, reports covering the work of the year shall be made by the several joint committees, and matters of common interest discussed.

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Part III

PROCEDURE IN MATTERS REQUIRING ADJUSTMENT

In order to provide an orderly, expeditious, and effective procedure in the settlement of all matters requiring adjustment, as well as to protect employees against unjust or arbitrary treatment or any unfair or undesirable condition in their employment, and to assist the management in the detection of grievances in incipient stages, it is provided that employees shall have the following rights with respect to all such matters, to be exercised in the order indicated.

As to Discharges:

For offences other than such as are publicly posted, an employee shall not be discharged without first having been notified that a repetition of the offence will make him liable to dismissal. Such notice may be given by the foreman, who shall forthwith send a copy of such notification to the Employment Department (where no Employment Department exists, then to the Manager's Industrial Representative).

Foremen finding that the interests of the business require the suspension or dismissal of an employee for the commission of any one of the posted list of offences, or for the commission of any other offence after warning notice has

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been given, shall report the case fully to the Employment Department. This Department, after investigation, may approve the proposed suspension or arrange to transfer the employee, or, if the facts warrant, discharge him, after securing the approval of the Superintendent of the Works.

A list of suspensions and discharges, together with the reasons therefor, shall be forwarded monthly by the Employment Department to the Manager's Industrial Representative.

Posting of Offences:

The following is the list of offences for which an employee may be suspended or dismissed without further notice. This list is to be posted conspicuously in each department.

(Insert list from Standard Oil Company of New Jersey Joint Agreement, or other list as agreed upon).

Right of Appeal:

Any employee who feels that he has been unjustly treated or subjected to any unfair conditions has the right of appeal to the General Superintendent and the higher officials of the Company, provided he shall first seek to have the matter adjusted by conference, in person or through his regularly elected representative, with the foreman, the superintendent of the department, and the Employment Department.

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Reference to Joint General Committee on Industrial Relations:

Where a satisfactory disposition of any matter has not been effected within a reasonable time, the employee or employees concerned through their representatives, or the management through the Management's Representative, may require such matter to be referred to the Joint General Committee on Industrial Relations, or any appropriate subcommittee thereof, by a request in writing addressed to said committee, specifying in detail the matter requiring adjustment, and the reasons which warrant its consideration by said committee. The Joint General Committee on Industrial Relations, or the appropriate subcommittee thereof, shall consider any such matter with reasonable promptness, at a regular or special meeting, and may adopt such means as are necessary to ascertain the facts and effect a settlement.

Reference to the President of the Company:

2. If the Joint General Committee on Industrial Relations fails to effect a satisfactory settlement, the matter shall be referred to the President of the Company, who shall endeavor to adjust the same.

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Reference to Arbitration:

If the President of the Company fails to effect a satisfactory settlement, the matter may be referred - if the President and a majority of the employees concerned or their representatives agree to such reference - to an arbitrator or arbitrators, to be determined at the time according to the nature of the controversy. Where arbitration has been agreed upon, if the President and the employees' representatives are unable to agree upon an arbitrator or arbitrators, the President shall select one arbitrator, and the employees' representatives shall select one arbitrator; and the two arbitrators thus selected shall endeavor to settle the matter in dispute.

If the arbitrators are unable to settle the matter in dispute, they shall select a third arbitrator, and the decision of any two of the three thus chosen shall be final and binding upon the parties.

Reference to the State Industrial Commission:

Should the President prefer not to decide a question at issue, or should it fail of reference to arbitration in the manner herein provided, the matter ~~shall~~ may be referred ~~automatically~~ to the Industrial Commission of the State within which the matter in dispute has arisen, for settlement by such Commission in accordance with its powers.

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Independence of Employees' Representatives:

1. It is understood that every representative shall be free to discharge his duties in an independent manner, without fear that his individual relations with the Company may be affected in the least degree by any action taken by him in good faith in his representative capacity.

2. To ensure each representative his right to independent action, he shall have the right to take the question of an alleged personal discrimination against him, on account of his acts in his representative capacity, to the ~~President~~ Director of Industrial Relations ~~Industrial Representative~~ or to any of the superior operating officers, and to the President of the Company.

3. Having exercised this right in the consecutive order indicated, and failing a satisfactory remedy within fifteen days, a representative shall have, for the ensuing fifteen days, the further right of appeal to the Industrial Commission of his State or to the Secretary of Labor at Washington. The Company shall furnish the said Industrial Commission or Secretary of Labor with every facility for the determination of the facts; and as regards any representative found by said Industrial Commission or Secretary of Labor to have been unfairly dealt with, the Company shall make such reparation as the said Commission or Secretary may deem just.

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Part IV

PRINCIPLES AND POLICIES GOVERNING RELATIONS BETWEEN THE MANAGEMENT AND EMPLOYEES

The Rights of Management:

The management of the several works and the direction of the working forces, including the right to hire, discharge, suspend, or transfer, and the right to relieve employees from duty because of lack of work or for other legitimate reason, is vested exclusively in the Management; and except as expressly restricted herein, these rights shall not be abridged by anything contained herein.

Publicity concerning Rules, Regulations, Etc.:

The policy of the Company is to avoid uncertainty in the minds of its employees as to the terms and conditions of their employment, and the rules and regulations of the Company governing the same. Employees are to feel free to inquire of their foremen or superintendents, or of the Management's Representative concerning any matter pertaining to their employment of which they may be ignorant or in doubt.

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Wages and Conditions of Labor:

In fixing wages and conditions of labor, the Company will have regard for the labor standards, wage scales, and other conditions prevailing in the localities concerned. The right of all workers, including common laborers, to a living wage is recognized by the Company; and in fixing wages, minimum rates of pay shall be established which will have regard for the subsistence of the diligent worker and his family in health and reasonable comfort.

Health and Well-being of Employees:

The Company will use its best endeavors at all times to protect its employees against injury to body or health, and to afford such reasonable facilities for the comfort and convenience of employees as the conditions of their employment will permit.

Hours of Labor:

In order effectively to safeguard the welfare, health, and proper comfort of workers, and to promote efficiency, the Company will continue to regulate the employment of its labor on a basic eight-hour day.

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Women in Industry:

Where necessary to employ women on work ordinarily performed by men, the Company will continue to allow equal pay for equal work, and will see that women are not allotted tasks disproportionate to their strength. The employment of women at work other than that for which they are specially adapted will not be encouraged, and will not be permitted where an adequate supply of male labor is available.

No Discrimination on account of Membership or Non-membership in Labor or other organizations:

There shall be no discrimination by the Company or by any of its employees on account of membership or non-membership of employees in any society, fraternity, or labor union.

Method of Carrying Out Improvements:

Except where expressly provided for otherwise, improvements in the nature of industrial betterments will be carried out by the regular Company organization. In its industrial relations generally, the Company will seek to promote the principle of self-government and of representation of all interests involved, and the adjustment of these relations in accordance with right principles.

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Cost of Administration:

The Company shall provide a suitable place for meetings of representatives and joint committees, and shall defray such expenses as are necessarily incidental to the activities herein provided.

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The Standard Oil Company
(Indiana)

INDUSTRIAL REPRESENTATION PLAN

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Principles and Policies Governing
Industrial Relations

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AUTHORIZATION BY BOARD OF DIRECTORS

To further a spirit of hearty co-operation on the part of all engaged in the industrial activities of The Standard Oil Company (Indiana), as well as to promote the well-being of the Company's employees, and the maintenance of just and harmonious relations, the Directors of the Company have authorized the organization of activities pertaining to industrial relations, and the representation of employees in joint conference with the Management as herein provided.

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Standard Oil Company (Indiana)

INDUSTRIAL RELATIONS

PURPOSE

A Department of Industrial Relations and Representation of Employees in joint conference with the Management are herein provided by The Standard Oil Company (Indiana), with a view to:

(1) providing effective communication and means of contact between the management and employees on matters pertaining to industrial relations;

(2) affording to employees a voice in matters pertaining to their employment and to their working and living conditions;

(3) maintaining the principle of the open door between the management and employees, by providing regular facilities for access by employees' representatives to the management, and of consultation by the management with representatives of the employees;

(4) promoting just and harmonious relations between management and employees;

(5) furthering the common interests of the management and employees on matters pertaining to works organization, industrial efficiency, and social well-being.

To further ensure the fulfilment of this purpose, a known, orderly, and expeditious Procedure in Matters Requiring Adjustment, and a statement of Principles and Policies to Govern in Industrial Relations, are set forth.

Nothing herein provided is intended to, or shall in any way, abridge or conflict with the right of employees to belong to any legitimate society, fraternity, labor union, or other organization.

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Part I

DEPARTMENT OF INDUSTRIAL RELATIONS

A Department of Industrial Relations shall be organized under the management of a Director of Industrial Relations, and shall embrace all existing and contemplated activities pertaining to social and industrial betterment and the well-being of employees at the Company's refineries and other producing and distributing plants.

Director of Industrial Relations:

The Director of Industrial Relations shall have supervision of the work of the Department of Industrial Relations, and the administration of the Company's labor policies, including the supervision of the carrying out of the Plan of Representation of Employees, as herein provided. He shall co-ordinate the work of the Department, and so arrange its administration as to permit of co-operation by the employees. He shall be especially concerned with the maintenance of just and harmonious relations between all persons in the industry.

Assistants to Director of Industrial Relations:

Assistants to the Director of Industrial Relations may be appointed at any of the Company's refineries or other properties, and shall bear the same relations to the managers of the several plants as the Director of Industrial Relations bears to the Board of Directors.

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Relation of Managers, Superintendents, and Employees to Department of Industrial Relations:

To ensure consideration of any matters which, in the opinion of any of the Company's managers, superintendents, or workmen, are deserving of attention by the Department of Industrial Relations, it shall be understood as a part of the Company's policy that suggestions and opinions from any source are welcome, and that managers, superintendents, and representatives of employees (as hereinafter provided for) are free at all times to communicate, in person or by letter, with the Director of Industrial Relations on matters pertaining to the activities of his department. The Director shall see that all such communications are duly acknowledged, and that matters referred to him are promptly considered, and so far as possible disposed of, and that such action is taken with respect to the Company's labor policies as will ensure their execution in a prompt and satisfactory manner.

Divisions of the Department of Industrial Relations:

The following shall constitute main divisions of the Department of Industrial Relations at the time of its organization. Other divisions may be added from time to time on the recommendation of the Director of Industrial Relations and the approval of the Board of Directors.

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1. Employment Division
2. Safety and Accident Division
3. Health and Welfare Division (including Sanitation)
4. Housing Division
5. Workmen's Compensation Division
6. Annuities and Benefits Division (including social insurance in any form)
7. Statistics and Publications.

Administration of Department of Industrial Relations:

The work of officers of the Company having at present to do, in whole or in part, with industrial relations in any of the particulars mentioned shall be related to the Department of Industrial Relations in such a manner as to admit of continuous co-operation with the Department in its work, and co-ordination of activities along lines of highest efficiency.

Where the scope and importance of the work of any division or part of a division necessitate and justify some one person's attention being given exclusively to the supervision or execution of duties pertaining thereto, the work of such division shall be assigned to an official designated so as appropriately to relate his position to the effective discharge of its duties.

Where the work of any division, either in importance or in amount, is not sufficient of itself to warrant the exclusive attention of a specially designated official, it shall be combined with the work of some other division, in such manner as the Director of Industrial Relations, upon approval of the Board of Directors, may determine.

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The Company shall provide such clerical assistance as may be required for the adequate discharge of the work of the Department of Industrial Relations in all its divisions.

Company Periodical:

The Company shall publish a periodical which shall be a means of communication between the management, the employees, and the public. This periodical shall be used as a means of co-ordinating, harmonizing, and furthering the work of the Department of Industrial Relations and of acquainting all parties with what is being done in connection with its various activities.

The Company periodical shall contain mention of the personnel of the Company's officers, the Management's and Employees' Representatives, the members of joint committees, and the proceedings of meetings and conferences in which employees are likely to be interested. It should also be a medium for recording data and events, making announcements with reference to Company matters, and otherwise diffusing information likely to be of general interest.

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Part II

REPRESENTATION OF EMPLOYEES

At each of the Company's refineries, and at such other of the Company's properties as the Board of Directors may designate, employees shall be entitled to a voice in matters pertaining to their employment and working and living conditions, through representatives of their number to be chosen as herein provided.

Basis of Representation:

1. At plants having 2000 employees or over, employees shall be entitled to representation on a basis of at least one representative to approximately every 200 employees. At plants having less than 2000 employees, employees shall be entitled to representation on a basis of at least one representative to approximately every 150 employees.

2. For the purpose of applying the unit of representation, the Works shall be divided according to departments and natural divisions. Whenever it becomes necessary to group a number of small departments in order to complete a unit of representation, regard shall be had to logical groupings and location.

3. The groupings of employees into divisions at the several works shall be posted at the time of the nominations and elections.

4. The Joint General Committee (as hereinafter provided) may alter the arrangement of voting divisions wherever it deems a change desirable in order to secure more complete and fair representation.

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Term of Representation:

1. Representatives shall be elected for a term of one year, and shall be eligible for re-election.

2. A representative may be recalled on petition signed by two-thirds of the voters in his division.

3. Vacancies in the office of representative shall be filled in such manner and at such time as the Joint General Committee may determine.

Qualifications of Representatives and Voters:

1. Any employee (except as hereinafter mentioned) who has been on the Company's pay-roll for a period of one year immediately prior to nominations, who is twenty-one years of age or over, and who is an American citizen or has taken out his first papers, or has resided continuously in the United States for at least five years, shall be considered qualified for nomination and election as a representative.

2. Any employee (except as hereinafter mentioned) who has been on the Company's pay-roll for at least sixty days prior to the date fixed for nominations shall be entitled to vote for representative.

3. Company officials, and employees having the power to hire, discharge, or discipline, shall not be eligible to act as employees' representatives or be qualified to vote.

4. To be entitled to nomination and election as employees' representative, the person nominated must be employed in the division for which he is nominated.

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Nominations and Elections:

1. Nominations and elections shall be held annually.*

2. Notices of nominations and elections shall be posted publicly and conspicuously not less than four days prior to the date at which they are to be held.

3. Nominations and elections shall be held during the month of December, on days to be arranged by the Director of Industrial Relations in conference with the Joint General Committee (hereinafter provided for). Not more than seven, or less than three days shall elapse between the day for nomination and the day of elections.

4. Nominations and elections shall be by secret ballot, and so conducted as to avoid undue influence or interference with voters in any matter whatsoever, and to prevent any fraud in the counting of ballots or otherwise.

5. On the day of nominations, each duly qualified voter shall be furnished with a ballot stating the number of persons for whom he is entitled to vote, on which he shall write, or have written, the names of the fellow employees in his division whom he desires to nominate as representatives.

6. A voter may place in nomination as candidates for representatives twice the number of persons to which his division is entitled; except in divisions entitled to only one representative, in which case three persons may be nominated to every one to be elected.

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* The first elections of employees' representatives shall be held as soon as practicable after the authorization of this procedure by the Board of Directors. Representatives thus chosen shall hold office only until the elections of December, 1919.

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7. If on any ballot the same name is placed in nomination more than once, it shall be counted but once.

8. Should the number of persons nominated on any ballot exceed the proper number, only the first names,to the number to which the voter is entitled to nominate, will be counted.

9. Those who receive the largest number of votes, up to three times the number of representatives to be elected, shall be declared nominated, and shall be candidates for election.

10. On the day of elections, each duly qualified voter shall be furnished with a ballot on which the names of the candidates shall be printed in alphabetical order. The voter shall indicate his preference by placing a cross (x) opposite the names of the candidates of his choice.

11. Candidates to the number of representatives to which a division is entitled may be voted for, and this number shall be stated on the ballot. If this number is exceeded, the ballot shall be void.

12. Each voter shall deposit his own ballot in a box provided for that purpose, and the ballots shall be counted under the direction and supervision of tellers appointed by the employees and management respectively.

13. In the event of a tie, seniority in the Company's employ immediately preceding the date of the election shall determine the choice.

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14. The Director of Industrial Relations shall supervise the conduct of elections, and shall see that they are so conducted that both the management and employees have reason to have every confidence in the manner in which they are carried on. To this end, he shall arrange:

(i) that the ballot of each employee, properly filled out, as above, shall be deposited by the employee himself in a ballot box, which shall be placed at some convenient place or presented to employees at some convenient time within the hours fixed for holding the elections;

(ii) that one or more of the employees, and one or more of the officials of the Company act as tellers, and safeguard the taking of the vote, and that the ballot boxes remain in their custody until the ballots are counted.

(iii) that the ballots are openly counted, and that the candidates, or persons on their behalf, may be present to witness the count;

(iv) that the voting is so conducted that the employees on all shifts have the right to vote before the ballots are counted;

(v) that the ballots are counted as soon as possible after the close of voting, and that lists in duplicate, showing the number of votes cast for each person, should be prepared and signed by the tellers, one of which lists shall be posted on a bulletin board in a conspicuous place, and one forwarded to the Director of Industrial Relations;

(vi) that the ballots, after being counted, are carefully sealed and sent to the Director of Industrial Relations, who shall retain them in his custody for a period of two weeks, within which time it shall be permissible for the employees to appeal to the Director of Industrial Relations against any alleged fraud or unfairness in the conduct of the elections or the invalidity of the count, or otherwise. If the Director of Industrial Relations has reason to believe that the irregularities complained of were substantial, and that the outcome of the election has been affected thereby, he shall order a new election. If the appeal discloses substantial grounds and is made in the form of a petition for a new election, signed by two-thirds of the employees entitled to vote, a new election shall be granted without the exercise of any option by the Director of Industrial Relations.

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JOINT REPRESENTATION OF MANAGEMENT AND EMPLOYEES

To afford a means of securing to employees a greater share in ~~and responsibility for~~ the determination of conditions under which their work is carried on, together with a better understanding and closer co-operation between the employees and the management in all matters pertaining to employment and working and living conditions, representation as herein provided shall be utilized to effect these ends by:

A - Close and frequent contact between the Director of Industrial Relations, the Management's Representatives, and the Employees' Representatives.

B - Regular and special meetings of joint committees composed of representatives of the employees and of the management.

C - Annual or special conferences.

A

1. The Director of Industrial Relations and the Assistant Directors shall respond promptly to any request from employees' representatives, and shall interview all of the employees' representatives from time to time with reference to matters of concern to employees, and report the result of such interviews to the management.

2. The Director of Industrial Relations and the Assistant Directors shall also be available for purposes of

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conference by managers, superintendents, foremen, and other officers and officials of the Company with respect to any condition requiring attention, or any matter pertaining to relations with other officials or employees of the Company; and the Director of Industrial Relations and the assistants shall be free at all times to confer with any official or officer of the Company with respect to any condition or matter of concern to the employees or the management.

B

Organization and Membership of Joint Committees:

Immediately following the elections of employees' representatives, a Joint General Committee, to be known as the Committee on Industrial Relations, shall be formed at each of the Company's refineries or other properties, for the purpose of ensuring conference between the employees and the management on such matters as wages, hours employment, and working conditions; housing, domestic economies, and living conditions; safety and prevention of accidents; sanitation and health; works practice, methods, and economies; education and publications; recreation, athletics, and entertainment; and any other matters of mutual interest to employees and management or of special interest to employees.

2. The Joint General Committee on Industrial Relations shall be composed of all the employees' representatives, and

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members to be designated by the management as its representatives. The management's representatives may equal, but shall not exceed in number, the employees' representatives.

3. The Joint General Committee may appoint such number of sub-committees as it may deem desirable for the efficient transaction of business coming before it. On all such sub-committees, both the employees' and the management shall be represented. The representatives of the management may equal, but shall not exceed in number, the employees' representatives.

4. Vacancies on the Joint General Committee, pending the election of new representatives, shall be filled, in the case of employees' representatives, by those of their number already serving on such committee; and in the case of the management's representatives, by the manager or superintendent of the plant.

5. At any time, by joint consent of the representatives of the employees and of the management, the number of sub-committees or the membership of any sub-committee may be reduced or increased, or any two or more sub-committees may be combined.

6. The Joint General Committee shall arrange its own procedure. It shall be presided over alternately by representatives of the employees and representatives of the management. The Director of Industrial Relations or the Assistant Directors may attend any meetings of the Joint General Committee.

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7. The Joint General Committee shall keep records of its proceedings.

8. A majority of the employees' representatives, together with a majority of the management's representatives, on the Joint General Committee or any sub-committee thereof, shall constitute a quorum.

Meetings, Duties, and Powers of Joint Committees:

1. The Joint General Committee, or sub-committees thereof, shall hold regular meetings at least once each month; the time and place of such meetings to be arranged by the Assistant Director of Industrial Relations in conference with the Employees' Representatives.

2. Special meetings of the Joint General Committee or sub-committees may be held, as occasion may require, upon the decision of the Joint General Committee or upon agreement between the Assistant Director of Industrial Relations and the Employees' Representatives.

3. For time lost while necessarily occupied in actual attendance at regular or special meetings called during working hours, employees shall receive from the Company compensation at their regular rates of pay.

4. The Joint General Committee shall have jurisdiction to consider any of the subjects above mentioned, and such other matters and things as may from time to time be brought in for consideration by representatives of either the employees or the management.

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5. The Joint General Committee may make to the management any recommendations which in its judgment are deserving of consideration; and matters may be referred by the management to the Joint General Committee for consideration and report.

6. Any representative shall have the right to place before the Joint General Committee, at any one of its regular meetings, any matter of concern to an appreciable number of employees; and the Committee may of its own motion investigate and consider matters of interest to employees.

7. The Joint General Committee, when dealing with matters of concern to the management or to any appreciable number of employees, shall have the right of inviting into conference any employees or officials of the Company concerned with or likely to be interested in such matters, in order to promote the maintenance of just and harmonious relations, to assist in increasing efficiency, or to add to the health, safety, and well-being of employees.

8

C

Annual Joint Conference:

1. In addition to the meetings of the Joint General Committee, there shall be an Annual Joint Conference, to be attended by all the employees' representatives and by the Chairman of the Board of Directors, the President, and such other officers of the Company as they may designate.

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2. If for geographical or other obvious reasons it appears inadvisable to have all the employees' representatives present at any one Annual Joint Conference, a series of annual joint conferences shall be arranged at times and places to be determined by the Director of Industrial Relations after conference with the employees' representatives concerned.

3. Upon like joint approval, persons other than those connected with the Company may be invited to attend any part or the whole of the proceedings of the Annual Joint Conference.

4. At the Annual Joint Conference, reports covering the work of the year shall be made by the several joint committees, and matters of common interest discussed.

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Part III

PROCEDURE IN MATTERS REQUIRING ADJUSTMENT

In order to provide an orderly, expeditious, and effective procedure in the settlement of all matters requiring adjustment, as well as to protect employees against unjust or arbitrary treatment or any unfair or undesirable condition in their employment, and to assist the management in the detection of grievances in incipient stages, it is provided that employees shall have the following rights with respect to all such matters, to be exercised in the order indicated.

As to Discharges:

For offences other than such as are publicly posted, an employee shall not be discharged without first having been notified that a repetition of the offence will make him liable to dismissal. Such notice may be given by the foreman, who shall forthwith send a copy of such notification to the Employment Department (where no Employment Department exists, then to the Assistant Director of Industrial Relations).

Foremen finding that the interests of the business require the suspension or dismissal of an employee for the commission of any one of the posted list of offences, or for the commission of any other offence after warning notice has been given, shall report the case fully to the Employment Department. This Department, after investigation, and after

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securing the approval of the Superintendent of the Works, or such official as he may designate, may approve the proposed suspension or arrange to transfer the employee, or, if the facts warrant, discharge him.

A list of suspensions and discharges, together with the reasons therefor, shall be forwarded monthly by the Employment Department to the Assistant Director of Industrial Relations.

Posting of Offences:

The following is the list of offences for which an employee may be suspended or dismissed without further notice. This list is to be posted conspicuously in each department.

(Insert list from Standard Oil Company of New Jersey Joint Agreement, or other list as agreed upon).

Right of Appeal:

Any employee who feels that he has been unjustly treated or subjected to any unfair conditions has the right of appeal to the General Superintendent and the higher officials of the Company, provided he shall first seek to have the matter adjusted by conference, in person or through his regularly elected representative, with the foreman, the superintendent of the department, and the Employment Department.

Reference to Joint General Committee on Industrial Relations:

Where a satisfactory disposition of any matter has not been effected within a reasonable time, the employee or

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employees concerned, through their representatives, or the management through the Management's Representative, may require such matter to be referred to the Joint General Committee on Industrial Relations, or any appropriate sub-committee thereof, by a request in writing addressed to said committee, specifying in detail the matter requiring adjustment, and the reasons which warrant its consideration by said committee, ~~(specifying in detail the matter requiring adjustment, and the reasons which warrant its consideration by said committee,)~~ The Joint General Committee on Industrial Relations, or the appropriate sub-committee thereof, shall consider any such matter with reasonable promptness, at a regular or special meeting, and may adopt such means as are necessary to ascertain the facts and effect a settlement.

Reference to the President of the Company:

If the Joint General Committee on Industrial Relations fails to effect a satisfactory settlement, the matter shall be referred to the President of the Company, who shall endeavor to adjust the same.

Independence of Employees' Representatives:

1. It is understood that every representative shall be free to discharge his duties in an independent manner, without fear that his individual relations with the Company may be affected in the least degree by any action taken by him in good faith in his representative capacity.

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2. To ensure each representative his right to independent action, he shall have the right to take the question of an alleged personal discrimination against him, on account of his acts in his representative capacity, to the Director of Industrial Relations or to any of the superior operating officers, and to the President of the Company.

3. Having exercised this right in the consecutive order indicated, and failing a satisfactory remedy within fifteen days, a representative shall have, for the ensuing fifteen days, the further right of appeal to the Secretary of Labor at Washington. The Company and the representative appealing shall furnish the said Secretary of Labor with every facility for the determination of the facts; and as regards any representative found by said Secretary of Labor to have been unfairly dealt with, the Company shall make such reparation as the said Secretary may deem just.

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Part IV

PRINCIPLES AND POLICIES GOVERNING RELATIONS
BETWEEN THE MANAGEMENT AND EMPLOYEES

The Rights of Management:

The management of the several works and the direction of the working forces, including the right to hire, discharge, suspend, or transfer, and the right to relieve employees from duty because of lack of work or for other legitimate reason, is vested exclusively in the Management; and except as expressly restricted herein, these rights shall not be abridged by anything contained herein.

Publicity concerning Rules, Regulations, Etc.:

The policy of the Company is to avoid uncertainty in the minds of its employees as to the terms and conditions of their employment, and the rules and regulations of the Company governing the same. Employees are to feel free to inquire of their foremen or superintendents, or of the Director or Assistant Director of Industrial Relations concerning any matter pertaining to their employment of which they may be ignorant or in doubt.

Wages and Conditions of Labor:

In fixing wages and conditions of labor, the Company will have regard for the labor standards, wage scales, and other conditions prevailing in the localities concerned. The right of

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all workers, including common laborers, to a fair wage is recognized by the Company; and in fixing wages, rates of pay shall be established which will have regard for the subsistence of the diligent worker and his family in health and comfort.

Health and Well-being of Employees:

The Company will use its best endeavors at all times to protect its employees against injury to body or health, and to afford such facilities for the comfort and convenience of employees as the conditions of their employment will permit.

Hours of Labor:

In order effectively to safeguard the welfare, health, and proper comfort of workers, and to promote efficiency, the Company will continue to regulate the employment of its labor on a basic eight-hour day.

No Discrimination on account of Membership or Non-membership in Labor or other organizations:

There shall be no discrimination by the Company or by any of its employees on account of membership or non-membership of employees in any legitimate society, fraternity, or labor union.

Method of Carrying Out Improvements:

Except where expressly provided for otherwise, improvements in the nature of industrial betterments will be carried out by the regular Company organization.

In its industrial relations generally, the Company

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will seek to promote the principle of representation of all interests involved, and the adjustment of industrial relations in accordance with right principles.

Amendments:

As respects the Representation of Employees, any method of procedure or other feature herein may, subject to the approval of the Board of Directors, be amended at any time by a petition signed or concurred in by two-thirds of the employees' representatives and the Director of Industrial Relations.

Cost of Administration:

The Company shall provide suitable places for meetings of representatives and joint committees, and shall defray such expenses as are necessarily incidental to the activities herein provided.

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Sent out by C 27747 Canadian Press

Collateral

March 19, 1920

MARCH 19, 1920

OTTAWA, Mar. 19 (By Canadian Press). Copies of Chicago papers recently received in Ottawa announce that on March 1st a wage increase of 11.11 per cent. for 11,000 refinery workers ~~has been~~ was announced by the Standard Oil Company of Indiana; that coincidentally all shift men go from a seven day week to a six day week, a radical change in the Company's manufacturing policy.

What is most significant is the fact that the new wage and hour schedule was worked out by the employees themselves, through the agency of their industrial councils. Referring to this new schedule, which applies to the Standard Oil refineries in Indiana, Illinois, Wyoming, and Missouri, the press notices say:

"Last June, as a step in democracy in industry, the Standard Oil Company established an employees' council system, drawn up by W. L. Mackenzie King, leader of the Liberal Party of Canada. Through joint committees, on which the men and the management have equal representation, the workers were given a direct voice in the adjustment of wages and hours."

After the industrial council system was adopted, Colonel R. W. Stewart, head of the Board of Directors, asked the employees' councils to work out a scheme that would make a six day week practicable. The result is the new schedule, which gives all shift workers 32 consecutive hours off each week. The 11.11 per cent increase in wages makes the pay for six days equal to that received under the old seven day week.

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STANDARD OIL COMPANY (NEW JERSEY)

Bayonne Works

Announcement to Employees

This Company invites the co-operation of every employee in seeing to it that its long established policy for fair treatment of all employees in matters pertaining to wages and working conditions is maintained, and the Company, on its part, desires to co-operate as far as may be helpful with each employee in his plans to provide satisfactory living and social conditions for himself and family.

In order that each employee at the Bayonne Works may be enabled to thus co-operate most effectively, the Company invites employees to elect from their own number, by secret ballot, men in whom they have confidence, who shall represent them in dealing with officers and other representatives of the Company in matters of mutual interest, this election to be on the general basis of one (1) representative to every one hundred fifty (150) employees, with at least two (2) representatives in each division of the Works.

The persons thus selected by the employees will be their duly accredited representatives at a joint meeting with the representatives of the Company, which it is proposed to hold at 26 Broadway, New York, April 1, 1918, for the purpose of getting better acquainted and of discussing matters of mutual concern. They will also be the accredited representatives of the employees at all subsequent meetings and in all matters of cooperation between the Company and its employees, until the employees shall designate some other person to represent them. It is, therefore, highly important that the employees choose with the utmost care those of their number in whom they have most confidence.

To facilitate this election employees of the Bayonne Works have been grouped into Divisions as follows:

DIVISION	INCLUDING	NO. OF REPRESENTATIVES
First,	Boilermakers Blacksmiths	2
Second,	Carpenters Painters Leadburners Machinists	2
Third,	Masons Pipefitters Tinsmiths Railroad Hoisting Engineers	2
Fourth,	Common Labor	3
Fifth,	Watchmen	2
Sixth,	Refy. Process No. 1 Refy. Process No. 2 Pitch Plant	2
Seventh,	Refinery No. 3 Stills	2
Eighth,	Still Cleaners	2
Ninth,	Power Department	2
Tenth,	Paraffine Process	3
Eleventh,	Barrel Factory	3
Twelfth,	Cooperage Dept.	3
Thirteenth,	Case & Can Dept.	7
Fourteenth,	Bergenport Chemical Co.	2
		37

This election will be held according to the following plan on the day and night of Wednesday, March 27, 1918, in order that both the day and night shift may have an opportunity to vote.

Each employee who is a wage earner will be handed a ballot by the timekeeper, on which he will be asked to write or have written as his choice the names of as many fellow wage earners in his division as the number of representatives such division is entitled to. He should name not more than one from a department, in cases where a division includes more than one department. This ballot will be deposited in a ballot box and counted by the timekeeper, and the employees of each division are requested to select one of their number to aid in supervising the election. The result of the election shall be posted in each division, and the two or more in each division receiving the highest number of ballots shall be declared elected as representatives, provided that in divisions including more than one department, no department shall have more than one representative.

Each employee is urged to participate in this election in order that representatives may be selected as the result of a full and free choice on the part of the employees.

Approved: **A. C. BEDFORD**
Chairman of the Board

W. C. TEAGLE
President

March 25, 1918.

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Fyi Stahl
Ok. note. This will be taken up for discussion Thursday 3/30. RWS

The Standard Oil Company
(Indiana)

ORGANIZATION OF ACTIVITIES

pertaining to

INDUSTRIAL RELATIONS

Purpose

Part I

Department of Industrial Relations

Part II

Representation of Employees

Part III

Procedure in Matters Requiring Adjustment

Part IV

Principles and Policies Governing Industrial Relations

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C 87749

Mr Stahl
Ok. note. This could
be taken up for discussion
Thursday 3/20. RWB

The Standard Oil Company
(Indiana)

ORGANIZATION OF ACTIVITIES

pertaining to

INDUSTRIAL RELATIONS

Purpose

Part I

Department of Industrial Relations

Part II

Representation of Employees

Part III

Procedure in Matters Requiring Adjustment

Part IV

Principles and Policies Governing
Industrial Relations

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AUTHORIZATION BY BOARD OF DIRECTORS

To further a spirit of hearty co-operation on the part of all engaged in the industrial activities of The Standard Oil Company (Indiana), as well as to promote the well-being of the Company's employees, and the maintenance of just and harmonious relations, the Directors of the Company have authorized the organization of activities pertaining to industrial relations, and the representation of employees in joint conference with the Management as herein provided.

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Standard Oil Company (Indiana)

INDUSTRIAL RELATIONS

PURPOSE

A Department of Industrial Relations and Representation of Employees in joint conference with the Management are herein provided by the Standard Oil Company (Indiana), with a view to:

(1) providing effective communication and means of contact between the management and employees on matters pertaining to industrial relations;

(2) affording to employees a voice ~~a share in the control~~ of matters pertaining to their employment, and to their working and living conditions;

(3) maintaining the principle of the open door between the management and employees, by providing regular facilities for access by employees' representatives to the management, and of consultation by the management with representatives of the employees;

(4) promoting just and harmonious relations between management and employees;

(5) furthering the common interests of the management and employees on matters pertaining to works organization, industrial efficiency, and social well-being.

To further ensure the fulfilment of this purpose, a known, orderly, and expeditious Prodedure in Matters Requiring Adjustment, and a statement of Principles and Policies to Govern in Industrial Relations, are set forth.

Nothing herein provided is intended to, or shall in any way, abridge or conflict with the right of employees to belong to any society, fraternity, labor union, or other legitimate organization.

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Part I

DEPARTMENT OF INDUSTRIAL RELATIONS

A Department of Industrial Relations shall be organized under the management of a Director of Industrial Relations, and shall embrace all existing and contemplated activities pertaining to social and Industrial betterment and the well-being of employees at the Company's refineries and other producing and distributing plants.

Director of Industrial Relations:

The Director of Industrial Relations shall have supervision of the work of the Department of Industrial Relations, and the administration of the Company's labor policies, including the supervision of the carrying out of the Plan of Representation of Employees, as herein provided. He shall co-ordinate the work of the Department, and so arrange its administration as to permit of co-operation by the employees. He shall be especially concerned with the maintenance of just and harmonious relations between all persons in the industry.

Assistants to Director of Industrial Relations:

Assistants to the Director of Industrial Relations may be appointed at any of the Company's refineries or other properties, and shall bear the same relations to the managers of the several plants as the Director of Industrial Relations bears to the Board of Directors

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Relation of Managers, Superintendents and Employees to Department of Industrial Relations:

To ensure consideration of any matters which, in the opinion of any of the Company's managers, superintendents, or workmen, are deserving of attention by the Department of Industrial Relations, it shall be understood as a part of the Company's policy that suggestions and opinions from any source are welcome, and that managers, superintendents, and representatives of employees (as hereinafter provided for) are free at all times to communicate, in person or by letter, with the Director of Industrial Relations on matters pertaining to the activities of his department. The Director shall see that all such communications are duly acknowledged, and that matters referred to him are promptly considered, and so far as possible disposed of, and that such action is taken with respect to the Company's labor policies as will ensure their execution in a prompt and satisfactory manner.

Division of the Department of Industrial Relations:

The following shall constitute main divisions of the Department of Industrial Relations at the time of its organization. Other divisions may be added from time to time on the recommendation of the Director of Industrial Relations and the approval of the Board of Directors.

1. Employment Division
2. Safety and Accident Division.
3. Health and Welfare Division (including Sanitation)
4. Housing Division
5. Workmen's Compensation Division
6. Annuities and Benefits Division (including social insurance in any form)
7. Statistics and Publications.

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Administration of Department of Industrial Relations:

The work of officers of the Company having at present to do, in whole or in part, with Industrial Relations in any of the particulars mentioned shall be related to the Department of Industrial Relations in such a manner as to admit of continuous co-operation with the Department in its work, and co-ordination of activities along lines of highest efficiency.

Where the scope and importance of the work of any division or part of a division necessitate and justify some one person's attention being given exclusively to the supervision or execution of duties pertaining thereto, the work of such division shall be assigned to an official designated so as appropriately to relate his position to the effective discharge of its duties.

Where the work of any division, either in importance or in amount, is not sufficient of itself to warrent the exclusive attention of a specially designated official, it shall be combined with the work of some other division, in such manner as the Director of Industrial Relations, upon approval of the Board of Directors, may determine.

The Company shall provide such clerical assistance as may be required for the adequate discharge of the work of the Department of Industrial Relations in all its divisions.

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Company Periodical:

The Company shall publish a periodical which shall be a means of communication between the management, the employees, and the public, ~~concerning the policies and activities of the Company and its employees.~~ This periodical shall be used as a means of co-ordinating, harmonizing, and furthering the work of the Department of Industrial Relations and of acquainting all parties with what is being done in connection with its various activities.

The Company periodical shall contain mention of the personnel of the Company's officers, the Management's and Employees' Representatives, the members of joint committees, and the proceedings of meetings and conferences in which employees are likely to be interested. It should also be a medium for recording dates and events, making announcements with reference to Company matters, and otherwise diffusing information likely to be of general interest.

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Part II

REPRESENTATION OF EMPLOYEES

At each of the Company's refineries, and at such other of the Company's properties as the Board of Directors may designate, employees shall be entitled to a voice in ~~the control of~~ matters pertaining to their employment and working and living conditions, through representatives of their number to be chosen as herein provided.

Basis of Representation:

1. Employees shall be entitled to representation on a basis of at least one representative to approximately every 150 employees.

2. For the purpose of applying the unit of representation, the Works shall be divided according to departments and natural divisions. Whenever it becomes necessary to group a number of small departments in order to complete a unit of representation, regard shall be had to logical groupings and location.

3. The groupings of employees into divisions at the several works shall be ~~publicly~~ posted at the time of the nominations and elections.

4. Each division shall be entitled to two representatives, unless in any one division the number of employees should be less than 100, in which event the division shall be entitled to only one representative.

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4. The Joint General Committee (as hereinafter provided) may alter the arrangement of voting divisions wherever it deems a change desirable in order to secure more complete and fair representation.

Term of Representation:

1. Representatives shall be elected for a term of one year, and shall be eligible for re-election.

2. A representative may be recalled on petition signed by two-thirds of the voters in his division.

3. Vacancies in the office of representative shall be filled in such manner and at such time as the ~~Director of Industrial Relations~~ Joint General Committee may determine.

Qualifications of Representatives and Voters:

1. Any employee (except as hereinafter mentioned) who has been on the Company's pay-roll for a period of ~~six months~~ one year immediately prior to nominations, who is twenty-one years of age or over, and who is an American citizen or has taken out his first papers, or has resided continuously in the United States for at least five years, shall be considered qualified for nomination and election as a representative.

2. Any employee (except as hereinafter mentioned) who has been on the Company's pay-roll for at least sixty days prior to the date fixed for nominations shall be entitled to vote for representative.

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3.. Company officials, ~~salaried employees~~, and employees having the power to hire ~~and~~, discharge, or ~~to~~ discipline ~~the grade of assistant foreman or above~~, shall not be eligible to act as employees' representatives or be qualified to vote. ~~Representation of the interests of such employees shall be provided for otherwise by the Company.~~

4. To be entitled to nomination and election as employees' representative, the person nominated must be employed in the division for which he is nominated.

Nominations and elections:

1. Nominations and elections shall be held anually.*

2. Notices of nominations and elections shall be posted publicly and conspicuously ~~at least one week~~ not less than four days prior to the date at which they are to be held.

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* The first elections of employees' representatives shall be held as soon as practicable after the authorization of this procedure by the Board of Directors. ~~For the purpose of the first elections, the nominations and elections shall be combined, and representatives chosen by secret ballot from among employees in the several divisions in accordance with a method similar to that herein provided, to be arranged by the Director of Industrial Relations~~. Representatives thus chosen shall hold office only until the elections of ~~January, 1920~~. December 1919

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3. Nominations and elections shall be held during the month of ~~January~~ December, on days to be arranged by the Director of Industrial Relations in conference with the Joint General Committee (hereinafter provided for). Not more than seven, or less than three days shall elapse between the day for nominations and the day of elections.

4. Nominations and elections shall be by secret ballot, and so conducted as to avoid undue influence or interference with voters in any manner whatsoever, and to prevent any fraud in the counting of ballots or otherwise.

5. On the day of nominations, each duly qualified voter shall be furnished with a ballot stating the number of persons for whom he is entitled to vote, on which he shall write, or have written, the names of the fellow employees in his division whom he desires to nominate as representatives.

6. A voter may place in nomination as candidates for representatives twice the number of persons to which his ~~department~~ division is entitled; except in divisions entitled to only one ~~or two representatives~~ representation, in which case three persons may be nominated to every one to be elected.

7. If on any ballot the same name is placed in nomination more than once, it shall be counted but once.

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8. Should the number of persons nominated on any ballot exceed the proper number, only the first names, to the number to which the voter is entitled to nominate, will be counted.

9. Those who receive the largest number of votes, up to three times the number of representatives to be elected, shall be declared nominated, and shall be candidates for election.

10. On the day of elections, each duly qualified voter shall be furnished with a ballot on which the names of the candidates shall be printed in alphabetical order. The voter shall indicate his preference by placing a cross (x) opposite the names of the candidates of his choice.

11. Candidates to the number of representatives to which a division is entitled may be voted for, and this number shall be stated on the ballot. If this number is exceeded, the ballot shall be void.

12. Each voter shall deposit his own ballot in a box provided for that purpose, and the ballots shall be counted under the direction and supervision of tellers appointed by the employees and management respectively.

13. In the event of a tie, seniority in the Company's employ immediately preceding the date of the election shall determine the choice.

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14. The Director of Industrial Relations shall supervise the conduct of elections, and shall see that they are so conducted that both the management and employees have reason to have every confidence in the manner in which they are carried on. To this end, he shall arrange:

(i) that the ballot of each employee, properly filled out, as above, shall be deposited by the employee himself in a ballot box, which shall be placed at some convenient place or presented to the employees at some convenient time within the hours fixed for holding the elections;

(ii) that one or more of the employees, and one or more of the officials of the Company act as tellers, and safeguard the taking of the vote, and that the ballot boxes remain in their custody until the ballots are counted.

(iii) that the ballots are openly counted, and that the candidates, or persons on their behalf, may be present to witness the count;

(iv) that the voting is so conducted that the employees on all shifts shall have the right to vote before the ballots are counted;

(v) that the ballots are counted as soon as possible after the close of voting, and that lists in duplicate, showing the number of votes cast for each person, should be prepared and signed by the tellers, one of which lists shall be posted on a bulletin board in a conspicuous place, and one forwarded to the Director of Industrial Relations.

(vi) that the ballots, after being counted, are carefully sealed and sent to the Director of Industrial Relations, who shall retain them in his custody for a period of two weeks, within which time it shall be permissable for the employees to appeal to the Director of Industrial Relations against any alleged fraud or unfairness in the conduct of the elections or the invalidity of the count, or otherwise. If the Director of Industrial Relations has reason to believe that the irregularities complained of were substantial, and that the outcome of the election has been affected thereby, he shall order a new election. If the appeal discloses substantial grounds and is made in the form of a petition for a new election, signed by two-thirds of the employees entitled to vote, a new election shall be

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granted without the exercise of any option by the Director of Industrial Relations.

JOINT REPRESENTATION OF MANAGEMENT AND EMPLOYEES

To afford a means of securing to employees a greater share in and responsibility for ~~the determination and observation of~~ the conditions under which their work is carried on, together with a better understanding and closer co-operation between the employees and the management in all matters pertaining to employment and working and living conditions, representation as herein provided shall be utilized to effect these ends by:

A - Close and frequent contact between the Director of Industrial Relations, ~~and~~ the Management's ~~Industrial~~ Representatives., and the Employee's Representatives.

B - Regular and special meetings of joint committees composed of representatives of the employees and of the management.

C - Annual or special conferences.

A

1. The Director of Industrial Relations and ~~the~~ the assistants ~~of the Management's Industrial Representatives,~~ shall respond promptly to any request from employee's representatives, and shall interview all of the employees' representatives from time to time with reference to matters of concern to employees, and report the result

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of such interviews to the management.

3. The Director of Industrial Relations and ~~his~~ the assistant directors shall also be available for purposes of conference by managers, superintendents, foreman, and other officers and officials of the Company with respect to any condition requiring attention, or any matter pertaining to relations with other officials or employees of the Company; and the Director of Industrial Relations and ~~his~~ the assistants shall be free at all times to confer with any official or officer of the Company with respect to any condition or matter of concern to the employees or the management.

B

Organization and Membership of Joint Committees:

1. Immediately following the elections of employees' representatives, a Joint General Committee, to be known as the Committee on Industrial Relations, shall be formed at each of the Company's refineries or other properties, for the purpose of ensuring conference between the employees and the management on such matters as wages, hours, employment, and working conditions; housing, domestic economies, and living conditions; safety and prevention of accidents; sanitation and health; works practice, methods, and economies; education and publications; recreation, athletics, and entertainment; and any other matters of mutual interest to employees and management or of special interest to employees.

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2. At the time of the formation of the Joint General Committee, the Employees' Representatives shall designate one of their number to act as President, and another of their number to act as Secretary of the Employees' Representatives, which officers shall be the medium of communication between the Employees' Representatives and the Assistant Director of Industrial Relations ~~or Assistant and Management's Representatives~~ on matters requiring collective action.

3. The Joint General Committee on Industrial Relations shall be composed of all the employees' representatives, and members to be designated by the management as its representatives. The management's representatives may equal, but shall not exceed in number, the employees' representatives.

4. The Joint General Committee may appoint such number of sub-committees as it may deem desirable for the efficient transaction of business coming before it. On all such sub-committees, both the employees' and the management shall be represented. The representatives of the management may equal, but shall not exceed the employees' representatives in number.

5. Vacancies on the Joint General Committee, pending the election of new representatives, shall be filled, in the case of employees' representatives, by those of their number already serving on such committee; and in the case of the management's representatives, by the manager or superintendent of the plant.

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6. At any time, by joint consent of the representatives of the employees and of the management, the number of sub-committees or the membership of any sub-committee may be reduced or increased, or any two or more sub-committees may be combined.

7. The Joint General Committee shall arrange its own procedure. It shall be presided over alternately by representatives of the employees and representatives of the management. The Director of Industrial Relations ~~or Management's Industrial Representatives~~ by the Assistant Directors may attend any meetings of the Joint General Committee.

8. The Joint General Committee shall keep ~~full~~ records of its proceedings.

9. A majority of the employees' representatives, together with a majority of the management's representatives, on the Joint General Committee or any sub-committee thereof, shall consistute a quorum.

Meetings, Duties, and Powers of Joint Committees:

1. The Joint General Committee, or sub-committees thereof, shall hold regular meetings at least once each month; the time and place of such meetings to be arranged by the Assistant Director of Industrial Relations, ~~or Management's Representatives~~ in conference with the President and Secretary of the Employees' Representatives.

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2. Special meetings of the Joint General Committee or sub-committees may be held, as occasion may require, upon the decision of the Joint General Committee or upon agreement between the Assistant Director of Industrial Relations ~~or Management's Industrial Representative~~ and the President and Secretary of the Employees' Representatives.

3. For time lost while necessarily occupied in actual attendance at regular or special meetings, ~~or at special meetings~~ called during working hours, employees shall receive ~~compensation at their regular rate of pay from the Company, payment commensurate with their average earnings.~~ at their regular rate of pay.

4. The Joint General Committee shall have jurisdiction to consider any of the subjects above mentioned, and such other matters and things as may from time to time be brought before it for consideration by representatives of either the employees or the management.

5. The Joint General Committee may make to the management any recommendations which in its judgment are deserving of consideration; and matters may be referred by the management to the Joint General Committee for consideration and report.

6. Any representative shall have the right to place before the Joint General Committee, at any one of its regular meetings, any matter of concern to an appreciable number of employees; and the Committee may

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of its own motion investigate and consider matters of interest to employees.

7. The Joint General Committee, when dealing with matters of concern to the management or to any appreciable number of employees, shall have the right of inviting into conference any employees or officials of the Company concerned with or likely to be interested in such matters, ~~and shall have the right to obtain information which will serve~~ in order to promote the maintenance of just and harmonious relations, to assist in increasing efficiency, or to add to the health, safety, and well-being of employees.

C

Annual Joint Conference:

1. In addition to the meetings of the Joint General Committee, there shall be an annual Joint Conference, to be attended by all the employees' representatives and by the President and such other officers of the Company as ~~he~~ they may designate.

2. If for geographical or other obvious reasons it appears inadvisable to have all the employees' representatives present at any one Annual Joint Conference, a series of annual joint conferences shall be arranged at times and places to be determined by the Director of Industrial Relations after conference with the Chairman and Secretaries of the Employees' Representatives concerned.

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3. Upon like joint approval, persons other than those connected with the Company may be invited to attend any part or the whole of the proceedings of the Annual Joint Conference.

4. At the Annual Joint Conference, reports covering the work of the year shall be made by the several joint committees, and matters of common interest discussed.

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Part III

PROCEDURE IN MATTERS REQUIRING ADJUSTMENT

In order to provide an orderly, expeditious, and effective procedure in the settlement of all matters requiring adjustment, as well as to protect employees against unjust or arbitrary treatment or any unfair or undesirable condition in their employment, and to assist the management in the detection of grievances in incipient stages, it is provided that employees shall have the following rights with respect to all such matters, to be exercised in the order indicated.

As to Discharges:

For offences other than such as are publicly posted, an employee shall not be discharged without first having been notified that a repetition of the offence will make him liable to dismissal. Such notice may be given by the foreman, who shall forthwith send a copy of such notification to the Employment Department (where no Employment Department exists, then to the ~~Management's Industrial Representative~~ Assistant Director of Industrial Relations).

Foreman finding that the interests of the business require the suspension or dismissal of an employee for the commission of any one of the posted

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list of offences, or for the commission of any other offence after warning notice has been given, shall report the case fully to the Employment Department. This Department, after investigation, may approve the proposed suspension or arrange to transfer the employee, or, if the facts warrant, discharge him, and after securing the approval of the Superintendent of the Works, or such Official as he may designate.

A list of suspensions and discharges, together with the reasons therefor, shall be forwarded monthly by the Employment Department to the ~~Management's~~ Assistant Director of Industrial Relations ~~Representative.~~

Posting of Offences:

The following is the list of offences for which an employee may be suspended or dismissed without further notice. This list is to be posted conspicuously in each department.

(Insert list from Standard Oil Company of New Jersey Joint Agreement, or other list as agreed upon.)

Right of Appeal:

Any employee who feels that he has been unjustly treated or subjected to any unfair conditions has the right of appeal to the General Superintendent and the higher officials of the Company, provided he shall first seek to have the matter adjusted by conference, in person or through his regularly elected representative, with the foreman,

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the superintendent of the department, and the Employment Department.

Reference to Joint General Committee on Industrial Relations:

Where a satisfactory disposition of any matter has not been effected within a reasonable time, the employee or employees concerned through their representatives, or the management through the Management's Representative, may require such matter to be referred to the Joint General Committed on Industrial Relations, or any appropriate sub-committee thereof, by a request in writing addressed to said committee, specifying in detail the matter requiring adjustment, and the reasons which warrant its consideration by said committee. The Joint General Committ on Industrial Relations, or the appropriate sub-committee thereof, shall consider any such matter with reasonable promptness, at a regular or special meeting, and may adopt such means as are necessary to ascertain the facts and effect a settlement.

Reference to the President of the Company:

If the Joint Gereral Committee on Industrial Relations fails to effect a satisfactory settlement, the matter shall be referred to the President of the Company, who shall endeavor to adjust the same.

Reference to Arbitration:

If the President of the Company fails to effect a satisfactory settlement, the matter may be refferred -

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if the President and a majority of the employees concerned or their representatives agree to such reference - to an arbitrator or arbitrators, to be determined at the time according to the nature of the controversy. Where arbitration has been agreed upon, if the President and the employees' representatives are unable to agree upon an arbitrator or arbitrators, the President shall select one arbitrator, and the employees' representatives shall select one arbitrator; and the two arbitrators thus selected shall endeavor to settle the matter in dispute.

If the arbitrators are unable to settle the matter in dispute, they shall select a third arbitrator, and the decision of any two of the three thus chosen shall be final and binding upon the parties.

Reference to the State Industrial Commission:

Should the President prefer not to decide a question at issue, or should it fail of reference to arbitration in the manner herein provided, the matter may be referred to the Industrial Commission of the State within which the matter in dispute has arisen, for settlement by such Commission in accordance with its powers.

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Independence of Employees' Representatives:

1. It is understood that every representative shall be free to discharge his duties in an independent manner, without fear that his individual relations with the Company may be affected in the least degree by any action taken by him in good faith in his representative capacity.

2. To ensure each representative his right to independent action, he shall have the right to take the question of an alleged personal discrimination against him, on account of his acts in his representative capacity, to the Director of Inudstrial Relations or to any of the superior operating officers, and to the President of the Company.

3. Having exercised this right in the consecutive order indicated, and failing a satisfactory remedy within fifteen days, a representative shall have, for the ensuing fifteen days, the further right of appeal to ~~the Industrial Commission of his State or to the~~ the Secretary of Labor at Washington. The Company shall furnish the said ~~Industrial Commission or~~ Secretary of Labor with every facility for the determination of the facts; and as regards any representative found by said ~~Industrial Commission or~~ Secretary of Labor to have been unfairly dealt with, the Company shall make such reparation as the said ~~Commission or~~ Secretary may deem just.

and the representative of labour

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Part IV

PRINCIPLES AND POLICIES GOVERNING RELATIONS
BETWEEN THE MANAGEMENT AND EMPLOYEES

The Rights of Management:

The Management of the several works and the direction of the working forces, including the right to hire, discharge, suspend, or transfer, and the right to relieve employees from duty because of lack of work or for other legitimate reason, is vested exclusively in the Management; and except as expressly restricted herein, these rights shall not be abridged by anything contained herein.

Publicity concerning Rules, Regulations, Etc.:

The policy of the Company is to avoid uncertainty in the minds of its employees as to the terms and conditions of their employment, and the rules and regulations of the Company governing the same. Employees are to feel free to inquire of their foremen or superintendents, or of the ~~Management Representative~~ Director or Assistant Director of Industrial Relations concerning any matter pertaining to their employment of which they may be ignorant or in doubt.

Wages and Conditions of Labor:

In fixing wages and conditions of labor, the Company will have regard for the labor standards, wage scales, and other conditions prevailing in the

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localities concerned. The right of all workers, including common laborers, to a ~~living~~ fair wage is recognized by the Company; and in fixing wages, ~~minimum~~ rates of pay shall be established which will have regard for the subsistence of the diligent worker and his family in health and ~~reasonable~~ comfort.

Health and Well-being of Employees:

The Company will use its best endeavors at all times to protect its employees against injury to body or health, and to afford such ~~reasonable~~ facilites for the comfort and convenience of employees as the conditions of their employment will permit.

Hours of Labor:

In order effectively to safeguard the welfare, health, and proper comfort of workers, and to promote efficiency, the Company will continue to regulate the employment of its labor on a basic eight-hour day.

Women in Industry:

Where necessary to employ women on work ordinarily performed by men, the Company will continue to allow equal pay for equal work, and will see that women are not allotted tasks disproportionate

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to their strength. The employment of women at work other than that for which they are specially adapted will not be encouraged, and will not be permitted where an adequate supply of male labor is available.

No Discrimination on account of Member ship or Non-membership in Labor or other organizations:

There shall be no discrimination by the Company or by any of its employees on account of membership or non-membership of employees in any legitimate society, fraternity, or labor union.

Method of Carrying Out Improvements:

Except where expressly provided for otherwise, improvements in the nature of industrial betterments will be carried out by the regular Company organization. In its industrial relations generally, the Company will seek to promote the principle of representation of all interests involved, and the adjustment of industrial relations in accordance with right principles.

Amendments:

As respects the Representation of Employees, any method of procedure or other feature herein may be amended at any time by a petition signed or concurred in by two-thirds of the employees' representatives and the Director of Industrial Relations.

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Cost of Administration:

The Company shall provide suitable places for meetings of representatives and joint committees, and shall defray such expenses as are necessarily incidental to the acitivites herein provided.

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FILE → C. S. ROBINSON

INDUSTRIAL ORGANIZATIONS.

C 2773

1918

YOUNGSTOWN SHEET AND TUBE COMPANY - YOUNGSTOWN, OHIO.

Record of Correspondence,
Interviews, Conferences, etc.

1918

October 25 Telegram received in Ottawa from Mr. C. S. Robinson, Vice-President of the Company, asking for conference.

29 Conference in Youngstown, Ohio, en route to Denver.

November 6 Telegram received in Denver from Mr. Robinson, asking for conference in Denver.

9-10 Conferences with Mr. Robinson and Mr. R. M. Welch, Assistant to the President. Plan revised.

11 Copies of revised plan typewritten, and forwarded to Youngstown.

15 Letter from Mr. Robinson, making reference to changes made.

19 Telegram sent from Denver re changes in plan.

25 Letter from Mr. Robinson, asking for visit to Youngstown on return east.

December 7 Visit to Youngstown, Ohio.

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YOUNGSTOWN SHEET AND TUBE COMPANY - YOUNGSTOWN, OHIO

Record of Time spent on
work for the Company.
(See also Correspondence).

1918			
October	29	Conferences at Youngstown	1 day
November	9	Evening conference with Messrs. Robinson and Welch, at Denver	½ day
	10	Conferences all day Sunday with Messrs. Robinson and Welch, at Denver	1 day
	11	Copies of revised plan typewritten and forwarded to Youngstown.	
	19	Checked over revisions proposed by Company, and wired suggestions.	
December	7	Visit to Youngstown, Ohio, at invitation of Mr. Robinson	1 day

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The Youngstown Sheet & Tube Co. C 27780 208

President. James A. Campbell

1st Vice President H. Y. Dalton.

do do E. L. Robinson

" " & Gen. Mgr Sales H. Q. Manning

" " & Treas. Richard Yarlick

" " L. J. Campbell

Secretary L. A. Manchester

Asst Sec & Treas. Roy M. Welch

Industrial Relations

Genl. Supt. H. C. Reilly

Asst " " E. T. McCleary

Officers

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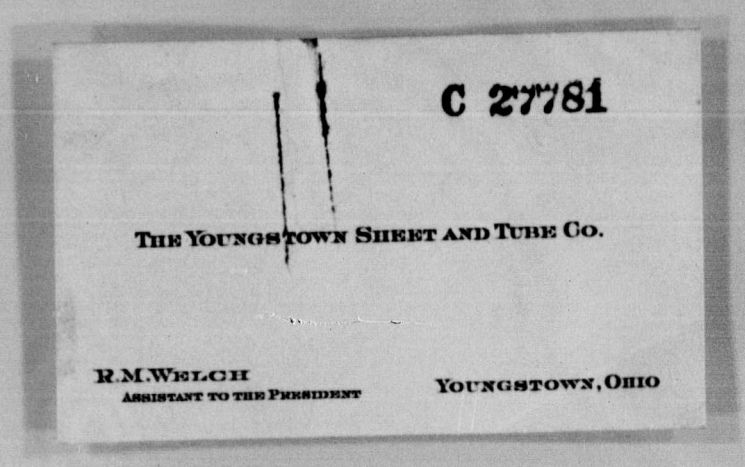
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THE YOUNGSTOWN SHEET AND TUBE CO.

R.M.WELCH
ASSISTANT TO THE PRESIDENT

YOUNGSTOWN, OHIO

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R. M. Welch

Personal

REPRESENTATION OF EMPLOYEES

The Youngstown Sheet and Tube Company

Youngstown, Ohio

Preamble

Art.

Part I The Employees' Representation

I Representation

II Terms of Representatives

III Qualifications of Representatives and Voters

IV First Nominations and Elections

V Nominations and Elections after the First Nominations and Elections

Part II The Management's Representation

VI Management's Representative

Part III The Employees' Duties of Representation

VII Committees

VIII Committee Meetings

IX Annual Confefence

Part IV

X Principles and Policies Governing Relations Between Management and Employees

Part V

XI Procedure for Adjustments

Part VI. Miscellaneous

XII Independence of Employees' Representatives

XIII Amendments

XIV Cost of Administration

XV Right of Termination

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PREAMBLE

The Youngstown Sheet and Tube Company, of Youngstown, Ohio, establishes this plan of representation of employees in order to provide effective communication and means of contact between the management and the men on matters pertaining to industrial relations, and to insure justice, maintain tranquility, and promote the common welfare.

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ARTICLE I

1. Employees are entitled to elect from among their own number duly authorized representatives with power, as hereinafter set forth, to act on their behalf on matters of special interest to employees and of general concern to the Company.

2 Insert Art. 3, Sec 3 ——— (re added: Hours)

3. For the purpose of fixing units of representation based upon the natural subdivisions of the Company's works and made with regard to logical groupings and location, the following divisions are hereby created:

2.

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ARTICLE I

Add to Section 2:

~~7~~6 Representation of the interests of such employees shall otherwise be provided for by the Company.

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In order to provide effective communication and means of contact, insure justice, maintain tranquility, and promote the common welfare, the management and men of The Youngstown Sheet & Tube Company, of Youngstown, Ohio, do ordain and establish this plan of representation of employees.

ARTICLE I.

REPRESENTATION.

Section 1: Representation of employees shall be by representatives elected by the employees from among their own number, as hereinafter provided.

Section 2: For the purpose of fixing units of representation, the following divisions are hereby created:

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ARTICLE I

Add to Section 5:

Provided further that any ~~such~~ division having less than 300 ~~representatives~~ employees shall be entitled to one representative, and any division having between 300 and 600 employees shall be entitled to two representatives. ~~Where the number of employees in any division exceeds 600, or any multiple thereof by 150 or more, the division shall be entitled to elect an additional representative.~~ Where the number of employees in any division exceeds 600, or any multiple of 300, by 150 or more, the employees of such division shall be entitled to elect an additional representative.

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Adjustments in units of representation may be made by the Joint Committee.

Section 5: There shall be one representative for each 300 employees, provided, however, that the General Joint Committee may from time to time make such adjustments as it may deem advisable to meet special cases.

Section 6: The above representation shall be based on the average number of employees of each division as shown on the force reports of the Company for the three months of ~~October~~, ~~November~~, and December immediately preceding the election. For the purpose of determining the proper representation of any division, the General Committee shall have access to the proper force reports.

ARTICLE II.

TERMS OF REPRESENTATIVES.

Section 1: Representatives shall be elected for a term of one year and until their successors are elected, and shall be eligible for reelection.

Section 2: A representative may be recalled ~~by the approval of the Committee on Rules of a~~

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II
ARTICLE ~~XXX~~

Add to Section 3:

A like disqualification shall obtain in the case of any declarant representative upon his failure to obtain citizenship papers in accordance with statutory requirements.

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of a petition signed by two-thirds of the voters in his division, and approved by the General Committee.

Section 3: Upon severence of his relations with the Company, or upon his appointment to such a ~~regular~~ position as would bring him within the meaning of Section 2 of Article 3, ~~entitled: "Qualifications of Representatives and Voters,"~~ a representative shall immediately and automatically cease to hold office. Any declarant representative who is a declarant and who fails to obtain citizenship before the succeeding [illegible] shall upon proof of such failure be disqualified from continuing as a representative.

Section 4: Vacancies in the office of representative may be filled in the discretion of the Committee on Rules by special elections, conducted in the same manner as the general elections.

ARTICLE III.

QUALIFICATIONS OF REPRESENTATIVES AND VOTERS.

Section 1: Subject to the limitations of Section 2 of Article 3, any employee whose name appears upon the Company's pay rolls for a period of one year in the aggregate in the eighteen (18) months immediately preceding the nominations, who is twenty-one (21) years of age, ~~and~~ or over, and who is an American citizen, or a declarant for American citizenship, shall be qualified for nomination and election as a representative.

Section 2: Subject to the limitations of Section 2 of Article 3, all employees whose names ~~shall~~

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appear on the Company's pay roll for a period of at least sixty (60) days prior to the date of nominations and who are eighteen (18) years of age, or over, shall be entitled to vote.

Section 3: Company officials, salaried employees, and persons having the power to hire or discharge shall not be eligible to act as representatives, or qualified to vote.

transfer to sec 2. Art 1.

Section 4: Before entering upon his duties, each representative shall take and subscribe to the following oath of office, which shall be administered by any officer empowered to administer oaths under the laws of the State of Ohio:

ARTICLE IV.

FIRST NOMINATIONS AND ELECTIONS.

Section 1: Each division shall select a committee of the workmen, who shall conduct the first nominations and elections in the manner prescribed herein.

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Section 2: At the first election, the full number of representatives shall be elected and qualified to serve until January 1st, 1920, and until their successors are elected.

ARTICLE V.

NOMINATIONS AND ELECTIONS AFTER THE FIRST NOMINATIONS AND ELECTIONS.

Section 1: Nominations and elections shall be held annually in the month of December.

Section 2: Nominations shall be held on the first Monday, and election on the following Friday of the month named. In event of either of these days being a holiday, the day immediately following shall be substituted.

Section 3: The total number of representatives shall be chosen at each annual election.

Section 4: The nominations and elections after the first nominations and elections shall be conducted by the employees themselves, in accordance with rules and regulations prescribed by the Committee on Rules, and with such assistance only from the management as may be required by the Committee on Rules.

Section 5: There shall be three persons nominated for every person to be elected.

Section 6: Nominations and elections shall be by secret ballot, and so conducted as to avoid undue influence, or interference with voters in any manner whatsoever, and to prevent any fraud in the count

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or otherwise.

Section 7: On the day of nominations, each duly qualified voter shall be furnished with a ballot ~~telling~~ indicating the number of persons for whom he is entitled to vote, on which he shall write the names of the persons in his division whom he desires to nominate as representatives.

Section 8: A voter may place in nomination twice the number of representatives to which his division is entitled.

Section 9: If on any ballot the same name is placed in nomination more than once, it shall be counted but once.

Section 10: Should the number of persons nominated on any ballot exceed the permissible number, as provided in Section 8 of Article 5, which shall be stated on the ballot, the ballot shall be void.

Section 11: Persons, to the number of three times as many representatives as the division is entitled to, receiving the highest number of nomination votes shall be regarded as duly nominated candidates for election as representatives.

Section 12: On the day of elections, each duly qualified voter shall be furnished by the Committee on Rules with a ballot, on which the names of the candidates shall be printed in alphabetical order. The voter shall indicate his preference by placing a cross (X) opposite the names of the candidates of his choice.

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Section 13: Candidates, to the number of representatives to which a division is entitled may be voted for, and this number shall be stated on the ballot. If this number is exceeded, the ballot shall be void.

Section 14: Each voter shall deposit his own ballot in a box provided for that purpose by the Committee on Rules, and the ballots shall be counted under the direction and supervision of said committee. The candidates receiving the highest number of votes shall be declared elected.

Section 15: In the event of a tie, seniority in the Company's employ shall determine the choice.

Section 16: The election ballots shall be counted under the direction of the Committee on Rules, and lists in triplicate, showing the number of votes cast for each person, shall be prepared by the Committee on Rules and signed by each member thereof; one of which lists shall be posted in a conspicuous place in the division; one forwarded to the Management's Representative, as evidence that the persons elected are duly accredited; and one retained by the committee. The persons shown by such certified lists to have been elected, as provided herein, shall be the representatives of the division for the ensuing year and until their successors are elected and qualified.

Section 17: The Committee on Rules shall seal and hold in safe custody for a period of ten days the ballot boxes containing both the nomination and

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election ballots. In case of an appeal, signed by not less than two-thirds of the voters of any division within this ten day period, questioning the validity of the count, the Committee on Rules shall deliver the sealed ballot boxes to the General Committee. The General Committee shall count and certify by signed lists, in the same manner as provided in Section 16, Article 5, and there shall be no further appeal from its decision. If in the judgment of the General Committee any irregularities appearing are such as to demand a new election, they are authorized to call such election.

Section 18: The Committee on Rules may make such provisions as they may deem necessary for assisting any voter, who may so request, in properly marking his ballot.

ARTICLE VI.

MANAGEMENT REPRESENTATIVE.

The Company shall appoint a Management's Representative. The Management's Representative shall keep the management in touch with the representatives, their officers, and committees. He shall respond promptly to any request from representatives, and shall interview all of the representatives from time to time, but not less frequently than once every month, with reference to matters of concern to employees, and report the result of such interviews to the management.

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election ballots. In case of an appeal, signed by not less than two-thirds of the voters of any division within this ten day period, questioning the validity of the count, the Committee on Rules shall deliver the sealed ballot boxes to the General Committee. The General Committee shall count and certify by signed lists, in the same manner as provided in Section 16, Article 5, and there shall be no further appeal from its decision. If in the judgment of the General Committee any irregularities appearing are such as to demand a new election, they are authorized to call such election.

Section 18: The Committee on Rules may make such provisions as they may deem necessary for assisting any voter, who may so request, in properly marking his ballot.

ARTICLE VI.

MANAGEMENT REPRESENTATIVE.

The Company shall appoint a Management's Representative. The Management's Representative shall keep the management in touch with the representatives, their officers, and committees. He shall respond promptly to any request from representatives, and shall interview all of the representatives from time to time, but not less frequently than once every month, with reference to matters of concern to employees, and report the result of such interviews to the management.

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ARTICLE 7

Section 1 - Committees:

Employment and Working Conditions

Housing, Domestic Economies, and Living Conditions

Safety and Prevention of Accidents

Sanitation and Health

Transportation (Employees)

Works Practice, Methods, and Economies

Education and Publication

Recreation, Athletics, and Entertainment

Continuous Work and Reconstruction Problems

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Main Draft VII

VII

ARTICLE VII.

COMMITTEES

Section 1: On the first Monday of January immediately following their election the representatives shall meet and elect a Chairman, a Secretary, a General Committee, and a Committee on Rules, and may then, or from time to time thereafter appoint such other ~~special~~ committees as they may deem necessary to consider any of the following subjects:

Employment & working conditions
Housing & living Conditions
Safety ~~& Security~~
~~Health & Safety~~ Sanitation & Health
Transportation, Wages, Prices, Improvements in methods of production
Economics & Planning
Education and Publications
Recreation & Athletics & Entertainment
Reconstruction problems
Continuous employment & Unemployment
Work

Section 2: The Committee on Rules shall have jurisdiction to consider matters relating to rules, procedure, and elections.

Section 3: The several ~~special~~ committees shall have jurisdiction to consider the subjects indicated by their respective titles and such other matters and things as may from time to time be referred to them by the General Committee; ~~and~~, if they are unable otherwise satisfactorily to dispose of any question properly before them, may whenever they deem it required by the circumstances, submit the

(Joint Committees)

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VII

VII

ARTICLE VII.

COMMITTEES

Section 1: On the first Monday of January immediately following their election the representatives shall meet and elect a Chairman, a Secretary, a General Committee, and a Committee on Rules, and may then, or from time to time thereafter appoint such other ~~special~~ committees as they may deem necessary to consider any of the following subjects:

~~1. Employment & working conditions~~
~~Housing & living conditions~~
~~Safety of products~~
~~Health & Safety~~ Sanitation & Health
~~Transportation~~, Labour disputes, improvements in methods of production
Economics & Marketing
Education and Publications
Recreation & Athletics & Entertainment
~~Reconstruction problems~~
~~Unemployment & reconstruction~~
Work

Section 2: The Committee on Rules shall have jurisdiction to consider matters relating to rules, procedure, and elections.

Section 3: The several ~~special~~ committees shall have jurisdiction to consider the subjects indicated by their respective titles and such other matters and things as may from time to time be referred to them by the General Committee; ~~and~~, if all they are unable otherwise satisfactorily to dispose of any question properly before them, may whenever they deem it required by the circumstances, submit the

(Joint Committees)

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same for adjustment in the same manner as provided in Article X, relating to procedure for adjustments.

Section 4: The General Committee shall have jurisdiction to consider all matters not falling within the scope of any other committee herein provided for, and shall when jointly composed act as a committee on appeals.

Section 5: Each committee shall be composed of five members, two of whom in the case of the General Committee shall be the Chairman, and Secretary of the representatives. Each committee shall appoint its own Chairman, and Secretary.

Section 6: Vacancies on committees shall be filled by the General Committee at any regular meeting.

- Joint Committees -

Section 7: There shall be joint committees, which shall consist of the committees of the employees' representatives, as herein before provided, and the addition of the Company's representatives, who shall be named by the management, and whose number shall equal, but not exceed the number of the employees' representatives, regardless of the number of representatives of either the management or employees present at the meeting.

Section 8: The joint committees shall select their own officers, and arrange their own procedure, subject to appeal in case of controversy to the Joint Committee on Rules.

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ARTICLE VII

Add the following section:

10. By unanimous consent of the Joint General Committee, the membership of any committee or joint committee may be reduced or increased, or any two or more committees or joint committees may be combined, or any new or special committee or joint committee may be formed.

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Section 9: Whenever the word "committee" is used throughout this instrument, it shall mean the separate committee of employees' representatives. Whenever the words "joint committee" are used they shall mean the joint committee as provided for in Section 7 hereof.

Sec 10

ARTICLE VIII.

COMMITTEE MEETINGS.

Section 1: Regular meetings of committees shall be held once a month.

Section 2: On alternate months, the committees shall meet as joint committees.

Section 3: Committees shall meet between the hours of 3:00 and 5:00 in the afternoon, unless otherwise arranged for on joint approval of the Chairman of the employees' representatives and the management's representatives.

Section 4: Special meetings of committees and of joint committees may be held as occasion may require, on approval of the Chairman of the employees' representatives and the management's representatives.

Section 5: For time necessarily occupied in actual attendance at regular meetings, or at special meetings of conferences jointly approved, representatives shall receive from the Company payment commensurate with their average earnings.

Section 6: Representatives shall have the right to appear before and be heard by a committee on any

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matter of concern to the employees of the division they represent.

Section 7: A committee when concerned with matters which specially apply to any particular division, or class of employees, shall have the right to invite into conference either or both the representatives of the employees and of the management, likely to be specially interested in such matters.

Section 8: Any matter may be referred by the management through the Management's Representative to any committee for consideration and report, and ~~any~~ matter may be presented by a committee to the management through the Management's representative.

Section 9: The Joint Committee on Rules shall arrange a suitable place for meetings of the representatives, and of the several committees, and joint committees; and the Company shall defray such expenses as are necessarily incident to the discharge of duties herein set forth when approved by a majority of said committees.

ARTICLE IX.

ANNUAL CONFERENCE.

An annual conference between all of the employees' representatives and representatives of the management shall be held at a time and place determined by the Joint Rules Committee, who shall be in charge of the procedure at such conference.

ARTICLE XI.

PROCEDURE FOR ADJUSTMENTS.

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ARTICLE X

Principles and Policies Governing Relations Between Management and Employees

1. The representation of employees herein provided shall in no way abridge or conflict with the right of employees to belong to labor unions.

2. For offences other than such as are publicly posted, employees shall not be discharged without first having been notified that a repetition of the offence will be cause for dismissal. A copy of this notification shall, at the time of its being given to an employee, be sent also to the Management's Representative, and be retained by him for purposes of future reference.

3. The management of the works and the direction of the working forces, including the right to hire, suspend, discharge, or transfer, and the right to relieve employees from duty because of lack of work, or for other legitimate reason, is vested exclusively in the Management; and, except as expressly restricted herein, this right shall not be abridged by anything contained herein.

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Section 1: Any matter which in the opinion of any employee requires adjustment, and which such employee has been unable to adjust with the foreman of the work on which he is engaged, and any matter deemed proper to be submitted by any committee, ~~as provided in Section 3 of Article VIII~~, may be taken up ~~by such employee, either~~ in person or through any representative of his division, or in the case of a committee, may be taken up by the committee with the following named persons, and in the order named: first the Superintendent of the division; second, the Management's Representative; third, the Superior Operating Officers of the Company, who shall endeavor to effect a settlement, or who may with the approval of the employee, or representative, or committee, submitting the proposition, refer the same to any joint committee.

Section 2: ~~Unless~~ a satisfactory disposition of any such matter has been effected within a reasonable time, the employee, through his representative; or the committee; or the management, through the Management's Representative, may require such matter to be referred to the General Joint Committee on Appeals, by a request in writing addressed to said committee, specifying in detail the matter requiring adjustment and the reasons which warrant its consideration by said committee. The General Joint Committee on Appeals shall consider any such matter with reasonable promptness at a regular or special meeting, and may adopt such means as are necessary to ascertain the facts and effect a settlement.

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Section 3: If the General Joint Committee on Appeals fails to effect a satisfactory settlement, the President of the Company shall be notified and the matter may be referred, if the President and a majority of the employees' representatives on the General Joint Committee agree to such reference, to an arbitrator, or arbitrators, to be determined at the time according to the nature of the controversy. If the President and a majority of the employees' representatives on the General Joint Committee are unable to agree upon an arbitrator, or arbitrators, the President shall select one arbitrator, and ~~the majority of~~ the employees' representatives on the General Joint Committee shall select one arbitrator; ~~and~~ if the two arbitrators ~~thus selected~~ are unable to ~~agree~~, they shall select a third arbitrator, and the decision of my two of the three thus chosen shall be final and binding on both parties.

ARTICLE XI.

GUARANTEEING THE INDEPENDENCE OF EMPLOYEES AND THEIR REPRESENTATIVES.

Section 1: The representation of employees, as herein provided, shall in no way abridge or conflict with the right of employees to belong to labor unions.

Section 2: It is understood and agreed that ~~each~~ a representative shall be free to discharge his duties in an independent manner without fear that his individual relations with the company may be affected in the least degree by any action taken by him in good faith in his representative capacity.

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ARTICLE XII

Substitute for last paragraph of Section 2:

Having exercised this right in the consecutive order indicated, and failing a satisfactory remedy within fifteen days, a representative shall have, for the ensuing fifteen days, the further right of appeal to the Secretary of Labor of the United States.† The Company shall furnish the Secretary of Labor with every facility for the determination of the facts; and, as respects any representative deemed by the Secretary of Labor to have been unfairly dealt with, the Company shall make such reparation as the Secretary of Labor may deem just.

† (An alternative: any District Judge of the State of Ohio).

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Section 2: To insure to each representative his right to such independent action, he shall have the right to take the question of an alleged personal discrimination against him on account of his acts in his representative capacity to the Management's Representative, to any of the Superior Operating Officers, to the General Joint Committee, and to the President of the Company.

Having exercised this right in the consecutive order indicated and failing a satisfactory remedy within ~~thirty (30)~~ fifteen (15) days, a representative shall have the further right to appeal ~~to arbitration in the manner provided in Section 3 of Article X, relating to procedure for adjustment.~~

Section 4: The right of the Company to hire, and suspend or discharge men shall not be limited, except as herein expressly provided.

Any employee guilty of any of the following offences shall be subject to immediate discharge without notice:

1. VIOLATION OF ANY LAW:
Special attention is called to the following:

(a) Carrying concealed weapons; fighting or attempting bodily injury to another employee; drunkenness; bootlegging; habitual use of drugs; conduct which violates the common decency or morality of the community.

(b) Offering or receiving money or other valuable consideration in exchange for a job, better working place or any advantage in working condition.

(c) Stealing or malicious mischief, such as destroying or hiding any

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property of other employee or of the Company.

(d) Inhuman abuse of live stock or negligence resulting in their death.

2. VIOLATION OF THE FOLLOWING SAFETY RULES:

(a) Carelessness in regard to accident and safety of fellow workmen.

(b) Riding on standard or narrow gauge equipment or on any moving machinery where not assigned.

(c) Running up blocks on cranes.

(d) Violation of rules governing repairing or oiling of moving machinery.

(e) Failure to wear safety goggles that have been provided.

(f) Smoking within prescribed limits at Wire Department, or other places where such practice is forbidden.

3. INSUBORDINATION (INCLUDING REFUSAL OR FAILURE TO PERFORM WORK ASSIGNED) OR USE OF PROFANE OR ABUSIVE LANGUAGE TOWARD FELLOW EMPLOYEES OR OFFICIALS OF THE COMPANY.

4. ABSENCE FROM DUTY WITHOUT NOTICE TO AND PERMISSION FROM SUPERINTENDENT OR FOREMAN, EXCEPT IN CASE OF SICKNESS OR CAUSE BEYOND HIS CONTROL OF A CHARACTER THAT PREVENTED HIS GIVING NOTICE.

5. HARBORING DISEASE THAT ON ACCOUNT OF HIS OWN CARELESSNESS WILL ENDANGER FELLOW WORKMEN.

6. CHANGING WORKING PLACE WITHOUT ORDERS OR PROWLING AROUND THE WORKS FROM ASSIGNED PLACE.

7. FALSIFYING OR REFUSING TO GIVE TESTIMONY WHEN ACCIDENTS ARE BEING INVESTIGATED, OR FOR FALSE STATEMENTS WHEN APPLICATION AND PHYSICAL EXAMINATION IS BEING MADE.

8. NEGLECT OR CARELESSNESS RESULTING IN DAMAGE TO RAILROAD EQUIPMENT, OR NEGLECT OF CAR DROPPER TO PROPERLY SET BRAKES ON RAILROAD CARS IN HIS CHARGE.

9. ROBBING RAILROAD OR NARROW GAUGE CAR JOURNAL BOXES OF WASTE.

10. WILFUL NEGLECT IN CARE OR USE OF COMPANY'S PROPERTY.

11. OBTAINING MATERIAL AT STOREHOUSE OR OTHER ASSIGNED PLACES ON FRAUDULENT ORDERS.

12. For other offences employees shall not be

see art 11 sec 3

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discharged without first having been notified that a repetition of the offence will be cause for dismissal. A copy of this notification shall at the time of its being given to an employee be sent also to the Management's Representative, and retained by him for purposes of future reference.

Nothing herein shall abridge the right of the Company to relieve employees from duty because of lack of work, or for any other legitimate reason.

See Art 10 Sec 3

Section 5: The management of the works and the direction of the working forces shall be vested exclusively in the Company, and, except as expressly restricted herein, this right shall not be abridged by anything contained herein; otherwise all rights of the Company and of the men of every character shall be and are hereby expressly reserved, except as otherwise expressly provided herein, and none of them shall be deemed or held to be in any wise curtailed or abridged by anything herein contained.

Art 10 Sec 3

ARTICLE XIII

AMENDMENTS.

Any method of procedure hereunder may be amended at any time by a two-thirds vote of the entire membership of the General Joint Committee and the Joint Committee on Rules, or by a concurrent majority vote of the employees' representatives and of the representatives of the management at an annual conference.

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XIV
Cost of administration

The Company shall defray such expenses as are necessarily incidental to the activities herein provided for.

Wherever possible, ~~such~~ expenses shall be incurred only upon authorization by ~~approval of~~ the Joint General Committee.

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Right of Termination

This plan having been authorized by the Board of Directors of the Company in the belief that it will prove of permanent value and usefulness, and with the intention that it be given a full, fair, and honest trial, the Company enters into the plan subject to the express condition and limitation that, upon six months' notice, it may be terminated if the Board of Directors of the Company have reason to believe that the mutual benefits anticipated by its adoption have not been realized.

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ARTICLE ~~XV~~ XV.

RIGHT OF TERMINATION.

Realising that difficulties between management and men most often arise through misunderstanding, and believing that this condition would be and can be alleviated by a proper plan of representation, The Youngstown Sheet & Tube Company ~~adopts~~ and enters into this plan having been authorized by the Board of Directors with the intent that it ~~shall~~ be given a full, fair, and honest trial, and with the ~~hope~~ belief that it can and will prove of permanent value and usefulness, ~~Realising also that the plan above provided for may upon trial prove not to be the most desirable to accomplish the object intended, and realising also that the man~~

the company reserves to the Board the right to put into immediate effect of terminating this plan in the event of it appearing to the Board that it has ~~found~~ failed to attain the purpose ~~sought~~ in view by ~~entering~~ putting it into effect from its ~~inception~~ adoption

~~the Company enters into the above plan subject~~ does so subject to the express condition and limitation that it may withdraw therefrom at any time, if the Board of Directors of the Company shall so determine, ~~upon such~~ for such cause as to ~~them~~ the Board of Directors may seem just and proper.

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A request having been made by employees of the Company for a "Plan of Representation", the Patriotic Committee announces, that following a conference with the management, an election under the auspices of the undersigned wage earners of the Patriotic Committee will be held in all departments on the day of 1918, to select representatives of the employees to meet with representatives of the management for the purpose of discussing and formulating a "Representation Plan" covering employment, living and working conditions.

The following rules will govern the election.

1. Each department shall be entitled to one representative.

2. Any person, not a salaried employee or having the power to hire and discharge men, who is twenty-one years of age or over and an American citizen or declarant, is competent to be chosen a representative.

3. Every person, not a salaried employee or having the power to hire and discharge men, who is eighteen years of age or over, shall have the right to cast one vote.

4. Ballot boxes and ballots will be furnished. The ballot boxes and counting of the ballots of this election shall be in the hands of a committee, composed of the following members, who have been chosen by the wage earners of the Patriotic Committee of Department. Each voter may vote for three persons but shall not vote for one person more than once. The person receiving the highest number of all votes cast, shall be elected. Any ballot containing the same name more than once or containing more than three names shall be declared void.

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ARTICLE XII

~~Guaranteeing the~~ Independence of Employees' Representatives

ARTICLE XIII

Amendments

ARTICLE XIV

Cost of Administration

ARTICLE XV

Right of Termination

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(21) years of age, or over, and who is an American citizen, or a declarant for American citizenship, shall be qualified for nomination and election as a representative.

2. Subject to the limitations of Section 2 of Article I, all employees whose names appear on the Company's pay rolls for a period of at least sixty (60) days prior to the date of nominations and who are eighteen (18) years of age, or over, shall be entitled to vote.

3. Before entering upon his duties, each representative shall take and subscribe to the following oath of office, which shall be administered by any officer empowered to administer oaths under the laws of the State of Ohio:

IV

FIRST NOMINATIONS AND ELECTIONS

1. The delegates already elected shall select such Committees of the workmen as they may deem advisable who shall conduct the first nominations and elections in the manner prescribed herein. Delegates shall be eligible to act on such Committees.

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the management, through the Management's Representative, may require such matter to be referred to the Joint General Committee on Appeals, by a request in writing addressed to said Committee, specifying in detail the matter requiring adjustment and the reasons which warrant its consideration by said Committee.

The Joint General Committee on Appeals shall consider any such matter with reasonable promptness at a regular or special meeting, and may adopt such means as are necessary to ascertain the facts and effect a settlement.

3. If the Joint General Committee on Appeals fails to effect a satisfactory settlement, the matter shall be referred to the President of the Company. If the President of the Company and a majority of the employees' representatives on the Joint General Committee fail to effect a satisfactory settlement, they shall refer the matter to arbitration as they may determine at the time, according to the nature of the controversy.

If the President and a majority of the employees' representatives on the Joint General Committee are unable to agree upon an arbitrator, or arbitrators, the President shall select one arbitrator, and the employees' representatives on the Joint General Committee shall select one arbitrator; and the two arbitrators thus selected shall endeavor to settle the matter in dispute.

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Company shall make such reparation as the Secretary of Labor may deem just.

XIII

AMENDMENTS

Any method of procedure hereunder may be amended at any time by a two-thirds vote of the entire membership of the Joint General Committee and the Joint Committee on Rules, or by a majority vote of the employees' representatives present and a majority vote of the representatives of the management present at an annual conference.

XIV

COST OF ADMINISTRATION

The Company shall defray such expenses as are necessarily incidental to the activities herein provided for. Wherever possible, expenses shall be incurred only upon authorization by the Joint General Committee.

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XV

RIGHT OF TERMINATION

This plan having been authorized by the Board of Directors of the Company in the belief that it will prove of permanent value and usefulness, and with the intention that it be given a full, fair, and honest trial, the Company enters into the plan subject to the express condition and limitation that, upon thirty (30) days notice, it may be terminated if the Board of Directors of the Company have reason to believe that the mutual benefits anticipated by its adoption have not been realized.

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A request having been made by employees of the Company for a "Plan of Representation", the Patriotic Committee, following a conference with the management, announces that an election under the auspices of the undersigned wage-earners of the Patriotic Committee will be held in all departments on the day of 1918, to select delegates of the employees to meet with representatives of the management for the purpose of discussing and approving a "Representation Plan" covering employment, living and working conditions, and to appoint the necessary Committees to conduct the first Nominations and election of representatives.

The following rules will govern the election:

1. Each department shall be entitled to one ~~representative~~ delegate.

2. Any person, not a salaried employee or having the power to hire and discharge men, who is twenty-one years of age or over and an American citizen or declarant, is competent to be chosen a ~~representative~~ delegate.

3. Every person, not a salaried employee or having the power to hire and discharge men, who is eighteen years of age or over, shall have the right to cast one vote.

4. Ballot boxes and ballots will be furnished. The ballot boxes and counting of the ballots of this election shall be in the hands of a Committee, composed of the following members, who have been chosen by the wage-earners of the Patriotic Committee of Department. Each voter may vote for three persons but shall not vote for one person more than once. The person receiving the highest number of all votes cast, shall be elected. Any ballot containing the same name more than once or containing more than three names shall be declared void.

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REPRESENTATION OF EMPLOYEES

The Youngstown Sheet and Tube Company

Youngstown, Ohio

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REPRESENTATION OF EMPLOYEES

The Youngstown Sheet and Tube Company

Youngstown, Ohio

Preamble

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II Terms of Representatives

III Qualifications of Representatives and Voters

IV First Nominations and Elections

V Nominations and Elections after the First Nominations and Elections

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The Youngstown Sheet and Tube Company, of Youngstown, Ohio, establishes this plan of representation of employees in order to provide effective communication and means of contact between the management and the men on matters pertaining to industrial relations, and to insure justice, maintain tranquillity, and promote the common welfare.

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Part A:

The Employees' Representatives

I

REPRESENTATION

1. Employees are entitled to elect from among their own number duly authorized representatives with power, as hereinafter set forth, to act on their behalf on matters of special interest to employees and of general concern to the Company.

2. Company officials, salaried employees, and persons having the power to hire or discharge shall not be eligible to act as representatives, or be qualified to vote. Representation of the interests of such employees shall be provided for otherwise by the Company.

3. For the purpose of fixing units of representation, based upon the natural subdivisions of the Company's works and made with regard to logical groupings and location, the following divisions are hereby created:

4. Adjustments in units of representation may be made by the Joint General Committee, hereinafter mentioned.

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5. There shall be one representative for each 300 employees; provided, however, that the Joint General Committee may from time to time make such adjustments as it may deem advisable to meet special cases; and provided, further, that any division having less than 300 employees shall be entitled to one representative, and any division having between 300 and 600 employees shall be entitled to two representatives. Where the number of employees in any division exceeds 600, or any multiple of 300, by 150 or more, the employees of such division shall be entitled to elect an additional representative.

6. The above representation shall be based on the average number of employees of each division as shown on the force reports of the Company for the three months of September, October, and November immediately preceding the election. For the purpose of determining the proper representation of any division, the General Committee shall have access to the proper force reports.

II

TERMS OF REPRESENTATIVES

1. Representatives shall be elected for a term of one year, and until their successors are elected and qualified. Representatives shall be eligible for re-election.

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2. A representative may be recalled on petition signed by two-thirds of the voters in his division and approved by the General Committee.

3. Upon severance of his relations with the Company, or upon his appointment to such a position as would bring him within the meaning of Section 2 of Article I, a representative shall immediately and automatically cease to hold office. A like disqualification shall obtain in the case of any declarant representative upon his failure to obtain citizenship papers in accordance with statutory requirements.

4. Vacancies in the office of representative may be filled in the discretion of the Committee on Rules by special elections, conducted in the same manner as the general elections.

III

QUALIFICATIONS OF REPRESENTATIVES AND VOTERS

1. Subject to the limitations of Section 2 of Article I, any employee whose name appears upon the Company's pay rolls for a period of one year in the aggregate in the eighteen (18) months immediately preceding the nominations, who is twenty-one

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(21) years of age, or over, and who is an American citizen, or a declarant for American citizenship, shall be qualified for nomination and election as a representative.

2. Subject to the limitations of Section 2 of Article I, all employees whose names appear on the Company's pay rolls for a period of at least sixty (60) days prior to the date of nominations and who are eighteen (18) years of age, or over, shall be entitled to vote.

3. Before entering upon his duties, each representative shall take and subscribe to the following oath of office, which shall be administered by any officer empowered to administer oaths under the laws of the State of Ohio:

IV

FIRST NOMINATIONS AND ELECTIONS

1. ~~Each division shall select~~ There shall be selected by the employees of each division a committee of the workmen, who shall conduct the first nominations and elections in the manner prescribed herein.

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2. At the first election, the full number of representatives shall be elected and qualified to serve until January 1st, 1920, and until their successors are elected and qualified.

V

NOMINATIONS AND ELECTIONS AFTER THE FIRST NOMINATIONS AND ELECTIONS

1. Nominations and elections shall be held annually, in the month of December.

2. Nominations shall be held on the first Monday, and election on the following Friday of the month named. In event of either of these days being a holiday, the day immediately following shall be substituted.

3. The total number of representatives shall be chosen at each annual election.

4. The nominations and elections after the first nominations and elections shall be conducted by the employees themselves, in accordance with rules and regulations prescribed by the Committee on Rules, and with such assistance only from the management as may be required by the Committee on Rules.

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5. There shall be three persons nominated for every person to be elected.

6. Nominations and elections shall be by secret ballot, and so conducted as to avoid undue influence, or interference with voters in any manner whatsoever, and to prevent any fraud in the count or otherwise.

7. On the day of nominations, each duly qualified voter shall be furnished with a ballot indicating the number of persons for whom he is entitled to vote, on which he shall write the names of the persons in his division whom he desires to nominate as representatives. Where within the one division there are two or more persons of the same name, the voter's preference shall be indicated by adding the check number to the name.

8. A voter may place in nomination twice the number of representatives to which his division is entitled.

9. If on any ballot the same name is placed in nomination more than once, it shall be counted but once.

10. Should the number of persons nominated on any ballot exceed the permissible number, as provided in Section 8 of Article V, which number shall be stated on the ballot, the ballot shall be void.

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11. Persons, to the number of three times as many representatives as the division is entitled to, receiving the highest number of nomination votes shall be regarded as duly nominated candidates for election as representatives.

12. On the day of elections, each duly qualified voter shall be furnished by the Committee on Rules with a ballot, on which the names of the candidates shall be printed in alphabetical order. The voter shall indicate his preference by placing a cross (X) opposite the names of the candidates of his choice.

13. Candidates, to the number of representatives to which a division is entitled, may be voted for, and this number shall be stated on the ballot. If this number is exceeded, the ballot shall be void.

14. Each voter shall deposit his own ballot in a box provided for that purpose by the Committee on Rules, and the ballots shall be counted under the direction and supervision of said Committee. The candidates receiving the highest number of votes shall be declared elected.

15. In the event of a tie, seniority in the Company's employ immediately preceding the date of election shall determine the choice.

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16. The election ballots shall be counted under the direction of the Committee on Rules, and lists in triplicate, showing the number of votes cast for each person, shall be prepared by the Committee on Rules and signed by each member thereof; one of which lists shall be posted in a conspicuous place in the division; one forwarded to the Management's Representative, as evidence that the persons elected are duly accredited; and one retained by the Committee. The persons shown by such certified lists to have been elected, as provided herein, shall be the representatives of the division for the ensuing year and until their successors are elected and qualified.

17. The Committee on Rules shall seal and hold in safe custody for a period of ten days the ballot boxes containing both the nomination and election ballots. In case of an appeal, signed by not less than two-thirds of the voters of any division within this ten day period, questioning the validity of the count, the Committee on Rules shall deliver the sealed ballot boxes to the General Committee. The General Committee shall count and certify by signed lists, in the same manner as provided in Section 16, Article V, and there shall be no further appeal from its decision. If in the judgment of the General Committee any irregularities appearing are

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such as to demand a new election, they are authorized to call such election.

18. The Committee on Rules may make such provisions as they may deem necessary for assisting any voter, who may so request, in properly marking his ballot.

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Part B: VI

The Management's Representative

THE MANAGEMENT'S REPRESENTATIVE

The Company shall appoint a Management's Representative to facilitate close relationships between the management and the employees' representatives. The Management's Representative shall keep the management in touch with the representatives, their officers, and committees. He shall respond promptly to any request from representatives, and shall interview all of the representatives from time to time, but not less frequently than once every month, with reference to matters of concern to employees, and report the result of such interviews to the management.

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Part C:

Rights, Functions, and Duties of Employees' Representatives

VII

COMMITTEES

1. On the first Monday of January immediately following their election, the representatives shall meet and elect a Chairman, a Secretary, a General Committee, and a Committee on Rules, and may then, or from time to time thereafter, appoint such other committees as they may deem necessary to consider any of the following subjects:

Employment and Working Conditions
Housing, Domestic Economies, and Living Conditions
Safety and Prevention of Accidents
Sanitation and Health
Transportation (Employees)
Works Practice, Methods, and Economies
Education and Publication
Recreation, Athletics, and Entertainment
Continuous Work and Reconstruction Problems

2. The Committee on Rules shall have jurisdiction to consider matters relating to rules, procedure, and elections.

3. The several committees shall have jurisdiction to consider the subjects indicated by their respective titles and such other matters and things as may from time to time be referred to them by the General Committee.

4. The General Committee shall have jurisdiction to consider all matters not falling within the scope of any other committee herein provided for, and shall when jointly

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composed act as a committee on appeals.

5. Each committee shall be composed of five members, two of whom in the case of the General Committee shall be the Chairman, and Secretary of the representatives. Each of the other committees shall appoint its own Chairman, and Secretary. Except upon approval of the Joint General Committee, no representative shall serve on more than one committee.

6. Vacancies on committees shall be filled by the General Committee at any regular meeting.

7. There shall be joint committees, which shall consist of the committees of the employees' representatives, as herein provided, and representatives who shall be named by the management, whose number may equal, but shall not exceed, the number of the employees' representatives.

8. The joint committees shall select their own officers, and arrange their own procedure, subject to appeal in case of controversy to the Joint Committee on Rules.

9. Whenever the word "committee" is used throughout this instrument, it shall mean the separate committee of employees' representatives. Whenever the words "joint committee" are used, they shall mean the joint committee as provided for in Section 7 hereof.

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10. By unanimous consent of the Joint General Committee, the membership of any committee or joint committee may be reduced or increased, or any two or more committees or joint committees may be combined, or any new or special committee or joint committee may be formed.

VIII

COMMITTEE MEETINGS

1. Regular meetings of committees shall be held once a month.

2. On alternate months, the committees shall meet as joint committees.

3. Committees shall meet between the hours of 3:00 and 5:00 in the afternoon, unless otherwise arranged for on joint approval of the Chairman of the employees' representatives and the Management's Representative.

4. Special meetings of committees and of joint committees may be held as occasion may require, on approval of the Chairman of the employees' representatives and the Management's Representative.

5. For time necessarily occupied in actual attendance at regular meetings, or at special meetings of conferences

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jointly approved, representatives shall receive from the Company payment commensurate with their average earnings.

6. Representatives shall have the right to appear before and be heard by a committee on any matter of concern to the employees of the division they represent.

7. A committee when concerned with matters which specially apply to any particular division, or class of employees, shall have the right to invite into conference either or both the representatives of the employees and of the management, likely to be specially interested in such matters.

8. Any matter may be referred by the management through the Management's Representative to any committee for consideration and report; and likewise, any matter may be presented by a committee to the management through the Management's Representative, for consideration and report.

9. The Joint Committee on Rules shall arrange a suitable place for meetings of the representatives, and of the several committees and joint committees.

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IX

ANNUAL CONFERENCE

An annual conference between all of the employees' representatives and representatives of the management shall be held at a time and place determined by the Joint Committee on Rules, who shall be in charge of the procedure at such conference.

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Part D: X

Principles and Policies

PRINCIPLES AND POLICIES GOVERNING RELATIONS BETWEEN MANAGEMENT AND EMPLOYEES

1. The representation of employees herein provided shall in no way abridge or conflict with the right of employees to belong to labor unions.

2. For offences other than such as are publicly posted, employees shall not be discharged without first having been notified that a repetition of the offence will be cause for dismissal. A copy of this notification shall, at the time of its being given to an employee, be sent also to the Management's Representative, and be retained by him for purposes of future reference.

3. The management of the works and the direction of the working forces, including the right to hire, suspend, discharge, or transfer, and the right to relieve employees from duty because of lack of work, or for other legitimate reason, is vested exclusively in the Management; and, except as expressly restricted herein, these rights shall not be abridged by anything contained herein.

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Part E:

Procedure for Adjustments

XI

PROCEDURE FOR ADJUSTMENTS

1. Any matter which in the opinion of any employee requires adjustment, and which such employee has been unable to adjust with the foreman of the work on which he is engaged, and any matter deemed proper to be submitted by any committee, may, in the case of such employee, be taken up, either in person or through any representative of his division, or in the case of a committee, may be taken up by the committee with the following named persons, and in the order named:

First -

The Superintendent of the Department to which the division belongs.

Second -

The Management's Representative.

Third -

The Superior Operating Officers of the Company, who shall endeavor to effect a settlement, or who may with the approval of the employee, or representative, or committee, submitting the proposition, refer the same to any joint committee.

2. Where a satisfactory disposition of any such matter has not been effected within a reasonable time, the employee, through his representative; or the committee; or

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the management, through the Management's Representative, may require such matter to be referred to the Joint General Committee on Appeals, by a request in writing addressed to said Committee, specifying in detail the matter requiring adjustment and the reasons which warrant its consideration by said Committee.

The Joint General Committee on Appeals shall consider any such matter with reasonable promptness at a regular or special meeting, and may adopt such means as are necessary to ascertain the facts and effect a settlement.

3. If the Joint General Committee on Appeals fails to effect a satisfactory settlement, the President of the Company shall be notified and the matter may be referred. If the President and a majority of the employees' representatives on the Joint General Committee agree to such reference, to an arbitrator, or arbitrators, to be determined at the time according to the nature of the controversy.

If the President and a majority of the employees' representatives on the Joint General Committee are unable to agree upon an arbitrator, or arbitrators, the President shall select one arbitrator, and the employees' representatives on the Joint General Committee shall select one arbitrator; and the two arbitrators thus selected shall endeavor to settle the matter in dispute.

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If the two arbitrators are unable to settle the matter in dispute, they shall select a third arbitrator, and the decision of any two of the three thus chosen shall be final and binding on both parties.

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Part F: XII

Miscellaneous

INDEPENDENCE OF EMPLOYEES' REPRESENTATIVES

1. It is understood and agreed that a representative shall be free to discharge his duties in an independent manner without fear that his individual relations with the Company may be affected in the least degree by any action taken by him in good faith in his representative capacity.

2. To insure to each representative his right to such independent action, he shall have the right to take the question of an alleged personal discrimination against him on account of his acts in his representative capacity, to the Management's Representative, to any of the Superior Operating Officers, to the Joint General Committee, and to the President of the Company.

3. Having exercised this right in the consecutive order indicated, and failing a satisfactory remedy within fifteen days, a representative shall have, for the ensuing fifteen days, the further right of appeal to the Secretary of Labor of the United States.' The Company shall furnish the Secretary of Labor with every facility for the determination of the facts; and, as respects any representative deemed by the Secretary of Labor to have been unfairly dealt with, the

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' (An alternative: any District Judge of the State of Ohio.

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Company shall make such reparation as the Secretary of Labor may deem just.

XIII

AMENDMENTS

Any method of procedure hereunder may be amended at any time by a two-thirds vote of the entire membership of the Joint General Committee and the Joint Committee on Rules, or by a ~~concurrent~~ majority vote of the employees' representatives present, and of the representatives of the management present, at an annual conference.

XIV

COST OF ADMINISTRATION

The Company shall defray such expenses as are necessarily incidental to the activities herein provided for. Wherever possible, expenses shall be incurred only upon authorization by the Joint General Committee.

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XV

RIGHT OF TERMINATION

This plan having been authorized by the Board of Directors of the Company in the belief that it will prove of permanent value and usefulness, and with the intention that it be given a full, fair, and honest trial, the Company enters into the plan subject to the express condition and limitation that, upon ~~six months~~ 30 days' notice, it may be terminated if the Board of Directors of the Company have reason to believe that the mutual benefits anticipated by its adoption have not been realized.

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ROYAL COMMISSION

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Leduc, Orize - - - - - - - - - - - - 1047 and 1059

Mitchell, James - - - - - - - - - - - - 886

Mitchell, James - - - - - - - - - - - - 1103

Mole, A B - - - - - - - - - - - - - - - 1122

Mongeon -Louis- - - - - - - - - - - - - 785

Neveu, Maurice - - - - - - - - - - - - 1024

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Potter Chas E - - - - - - - - - - - - - 1082

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ROYAL COMMISSION RESPECTING INDUSTRIAL DISPUTES IN THE COTTON FACTORIES OF THE PROVINCE OF QUEBEC

Present, Mr. W. L. Mackenzie King, C.M.G.,

Deputy Minister of Labor, Commissioner.

MINUTES OF EVIDENCE

The First Session of the Commission was held in Room 21, Court House, Montreal, on Wednesday, July 15th 1908.

COMMISSIONER KING Owing to the absence of the Lieut. Governor General and the Chief Justice, Sir Charles Fitzpatrick, there has been a delay in the signing of the Commission in connection with this matter. I understand that the Commission has been signed, but I thought it advisable to proceed at once under the Order in Council by which the Commission was issued, rather than delay the commencing of the enquiry.

I will, therefore, read a copy of the approved Order in Council, under which the Commission has been issued, so that the parties present will see the scope of the enquiry, and its purpose.

I read from a certified copy of the report of the Committee of the Privy Council approved by His Excellency, the Governor General, on June 29th 1908.

(Commissioner King then read the approved Order in Council, issuing the Commission).

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From this approved Minute of Council you will see that the time the Minister made the recommendation for the appointment of this Commission a large number of employees were out on strike, or out of employment for other reasons. It was, I think, during the month of May, that the recommendation was made. Being absent in the Province of British Columbia at that time (conducting another enquiry, it was of course impossible for me to take up this enquiry immediately.

I hastened back from the Coast, and completed such work as was necessary in connection with that enquiry as rapidly as possible, so as to be here without further delay.

It is gratifying to know that, in a large measure the differences have been adjusted, at least to the extent of the factories re-opening, and a large number of the employees being back to work. However, it will be seen that my Commission is to enquire, not only into any recent disputes, or disputes which hae taken place within thepast year, but, into the disputes of the last few years.

Apparently, in the Cotton industry, there have been a large number of disputes; and the fact that the disputes have been so numerous is pretty good evidence that there must be some cause underlying the relations between the parties which accounts for this rather exceptional condition of the trade, which is a most unfortunate condition in an industry, such as is the Cotton industry.

In pursuance of my Commission, and the

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authority given to me, I had the following public notices inserted in some of the papers in this city.

(The Commissioner here read the notices inserted in the different newspapers, calling attention to the fact that the Commission would open in Montreal, on July 15th, at IO. A.M.).

From these notices the public will observe that the Enquiry is to be a public enquiry, and that any parties who have any representations of any kind, which they may wish to make before the Commission, in regard to the subjects about which I have been appointed to enquire, are welcome to make such statements as they may desire.

I desire to have the enquiry as thorough as possible. I also desire to make it as expeditious as possible, and I shall be glad to get information from any source, whether it be employer or employee.

I would like to add if there is any one here appearing for any of the parties.

MR. Du TREMBLAY I appear on behalf of the workmen.

THE COMMISSIONER Only on behalf of the workmen involved in the dispute.

MR. Du TREMBLAY The workmen involved in the dispute They were the ones who applied to the Minister for this enquiry. These workmen have a Union, which is interested in this enquiry. I understand that there are about four thousand members in that Union, who are working in the mills here in the Province of Quebec.

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They were the men who went to the Honorable Mr. Brodeur, and the Honorable Mr. Lemieux, and asked for this Royal Commission, as they claimed they had been offered a reduction in their salary of ten per cent.

They contended that the Cotton mill owners gave as a reason for this reduction the fact that they were obliged to do so on account of the bad condition of the Cotton market. They said that they would be willing and glad, if the market was better, to give their employees a higher salary.

However, the men, or nearly all ofthem, in St. Henry, St. Anns, Hochelaga, Valleyfield, Magog, and a part of those working at Montmorency Falls (in all about four thousand men, women and children) quit work and ordered a strike, when they heard that the ten per cent reduction was made.

In addition to what I have said regarding the ten per cent reduction in their wages, I may call the attention of the Commissioner to the fact that these men were only working four or four and one half days in a week, which meant that they were working about forty hours per week. The result of this was that some of these men were earning only six or seven dollars a week, some ofthem only earning eleven, to twelve dollars a fortnight. You can imagine that a man who has a family cannot live very well upon a salary, such as this.

The men thought that they Company was in a position to pay better wages. Any way, they could not live on such a salary as this, and they had to stop.

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They thought it was in their interests to stop work, and try if they could not get a better salary, and failing that to endeavor to secure other positions

They called a strike, and went to the Minister of Labor, and asked him to appoint this Royal Commission to investigate the whole matter. The result of this request has been the appointment of the present Commission, and the Reading of the Order in Council defining the scope of the Commission, which seems to be very satisfactory

What we wat to know is the reason why the Companies cannot pay more wages to the men. There are six thousand men and women employed in the Cotton Industry in the Province of Quebec, and there are perhaps twenty five thousand men and women employedin this industry throughout the whole of Canada. From this you will see that it is important that these employees should have fair salaries. As the men were anxious they want to know the reason why the owners of the Cotton Mills are not in a position to pay them a fair salary for a fair days work

I have witnesses here who will establish before the Royal Commission what their salaries were and how many hours a day they were working, and what their positions were worth.

Some of the witnesses I will produce before the Commission are men who have been working in those mills for fifteen or twenty years. They will be in a position to give you all the details you desire as to their position towards the proprietors of the mills.

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I may say that I have many witnesses in some other mills, St Henri, St Anns and Hochelaga, who are actually working: and it would be necessary to have them sub poenaed in order to get them here. I have no doubt you will readily understand their position. They are prepared to give their evidence, but it will be absolutely necessary to have them subpoenaed in order to brigg them here.

THE COMMISSIONER Would it facilitate matters if I went to them ?

I would be glad to hold the sittings of the Commission at different places, if it is desirable

My object in carrying on this enquiry will be to inconvenience the parties as little as possible, and with that idea in mind I would like to enquire what the ideas of the parties are before deciding whether it is advisable to go to the different centres

My present idea is to visit the different localities at which the mills are situated, and to have as much of the hearing as possible in Montreal without inconvenisncing the different witnesses who may wish to give evidence

MR DU TREMBLAY I think it would be a good idea to go to them, but, dont you think if a man is to be examined as a witness it would be preferable to hold the examination here ? Of course

THE COMMISSIONER Of course, if I visit the different

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localities I intend to have any examination conducted in precisely the same manner as it would be conducted here Every examination throughout will be carried on in a public manner and in precisely the same form as would obtain here in this room. It does not matter where we go.

It seems to me to be in the interests of both sides that the fullest opportunity should be given to all the parties concerned to make their representations.

It might be more convenient for some of the workmen in Montmorency and other places that I should visit the locality where they are and hear their evidence there.

I want to get all the information possible. My idea in going to those places is simply to make the enquiry as thorough and as simple as it can possibly be made

Are there any men employed in thses mills who are not members of the Textile Workers' Union ?

MR DU TREMBALY Yes, there are some, but not many

THE COMMISSIONER I would be glad to hear representations from them if they wish to make any

Is there any union to which the textile workers belong apart from the Textile Workers' Union ?

MR DU TREMBLAY There is one at Hochelaga which began atthe last strike. There may be a few hundred members in that Union

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THE COMMISSIONER I would like the members of that Union to feel at liberty to come and give evidence before this Commission if they wish to do so

My purpose is to hear all the parties whether they are members of one union or another union, or whether they are not members of any union. I would like everybody interested to feel free to speak their minds without fear or favor.

As to the manner of proceeding it might be best were those who petitioned the Minister for the appointment of the Commission to give their evidence first. They can then explain the circumstances which gave rise to the appointment of the Commission.

Do you think that would be acceptable, Mr Du Tremblay ?

MR DU TREMBLAY Yes, that would be quite acceptable

THE COMMISSIONER Might I enquire if there is anyone here appearing for any of the Companies ?

MR GORDON There is nobody here this morning, but as soon as the evidence commences I think we will have somebody here. I think it will be necessary for somebody to be here during the progress of the enquiry

I think that those who applied for the appointment of the Commission should present their case, and while they are doing so we will have to have somebody here , so that we may answer if we deem it necessary

THE COMMISSIONER I would like you to hear anything

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that is said on the other side. Of course conducting this enquiry is not a matter of one party making a claim and the other party replying to it.. It is simply a matter of getting at the facts as they really are, and I do not wish the employees or the companies to feel that they are in the position of plaintiffs and defendants

MR GORDON Well, we will probably have somebody to attend the enquiry for us

I represent the Dominion Textile Company, and I understand that some of the other companies will be here also

Mr Simpson of the Montreal Cotton Company will be here. I do not know wrther the Candiand Colored Cotton Company is interested or not

THE COMMISSIONER I should think all the Cotton mills in the Province would be interested

MR GORDON I do not think the Canadian Colored Cotton Company had any trouble at all. Still, it would be just as well for them to be here

THE COMMISSIONER Before going into the question of the difficulty between the employers and the employees Ithink it might facilitate the enquiry were I to get a few statistics as to the number of cottom mills in the Province, the date of their establishment, and the number of employees. Perhaps Mr Gordon would be the best person to give me that information

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MR GORDON Do I understand that this Enquiry only applies to the Province of Quebec ? Of course we have some mills which are not in the Province of Quebec

THE COMMISSIONER It refers particularly to the disputes which have arisen during recent years in the cotton factories in the Province of Quebec. My Commission however, gives me the power to make an investigation concerning the relations between employers and employees in the same or kindred industries in other centres than those directly interested

For purposes of comparison I may find it desirable to get some outside information

If Mr Gordon will kindly come into the box I would like to get some information from him under oath

CHARLES BLAIR GORDON, OF THE CIY AND DISTRICT OF MONTREAL SECOND VICE PRESIDENT AND MANAGING DIRECTOR, OF THE DOMINION TEXTILE COMPANY, BEING DULY SWORN ON THE HOLY EVANGELISTS DOTHDEPOSE AND SAY AS FOLLOWS—

EXAMINED BY THE COMMISSIONER—

MR Mr Gordon, can you tell me the names of the different Companies in the Province of Quebec, which have to do with Cotton Mills ?

A There is the Dominion Textile Company, owning various mills, If you want the names of them I can give them to you.

I file as exhibit No 1 a statement giving a list of the different companies controlled by the Dominion

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Textile Company. They are situated at Moncton, Windsor Kingston, Halifax, Hochelaga, St A ns, Magog, Colonial Print Works, the Montmorency Cotton Company, the Merchants Cotton Company: and we have a small manufacturing department here, the sheet and slip department

We have a total of 6,111 employees, 7,965 looms, 203,848 woof spindles and 174,040 warp spindles

The other companies doing business in the Province of Quebec are the Montreal Cotton Company, which is at Valleyfield.....

Q (Interrupting) Is that the Company of which Mr Louis Simpson is managing director ?

A Yes.

THE COMMISSIONER I received a telegram from Mr Simpson in which he says that he is in Toronto at the present moment, and regrets that it is not possible for him to be in Montreal to day, and wishes to know what day I would require his presence. I intend wiring Mr Simpson to the effect that we are proceeding and if he desires to be present we would be glad to have him here throughout the enquiry

WITNESS The Canadian Colored Cotton Company have no mills in the Province of Quebec

Q Where are their mills ?

A At Cornwall and Hamilton, Ontario, Marysville and St Croix.

Q In New Brunswick ?

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A Yes, sir

Q What are the mills controlled by the Montreal Cotton Company ?

A Just the Montreal Cotton Company

Q Just the mill at Valleyfield ?

A A number of mills at Valleyfield

Q All their plant is at Valleyfield ?

A Yes

The other companies are the Cornwall and York of St Johns, N B. The Hamilton Cotton Company, of Hamilton Ontario. The Imperial Cotton Company, of Hamilton Ontario. The Mount Royal Cotton Company, which is a new Company not yet running

Q Whereis that situated ?

A In St Henry, Montreal

Q It is just being organized ?

A Yes. It is not running yet

Q They have no employees ?

A I dont think so.

There is the Wabassa Cotton Company of Three Rives, which has just been organized also. They may have a few employees.

The Cosmos Cotton Company, of Yarmough. They are Controlled by the Imperial Cotton Company, I think.

Q Do all these companies carry on a similar line of business ?

A Yes

Q Can you tell me when the first mills were establish ed in this country ?

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A No, I cannot

Q The statement which you have just filed as exhibit number one shows the total number ofemployees in your company ?

A In the Dominion Textile Company. The other companies will beable to furnish you with their figures.

Q I notice that the figures give so many hands. Is there ay way of distinguishing what number of these are men and what number are women ?

A I could get that information for you. It does not appear on the statement

Q Are these companies members of any association ? Is therexxx any general association to which they belong ?

A No, I do not think so

Q Perhaps you can tell me what disputes you have had in the Dominion Textile Company between the Company and its employees ? Can you furnish me with a statement of the disputes which have arisen in recent years?

A I have not with me a statement of the disputes which have arisen in recent years

Q Could you have such a statement prepared ?

A I might have a statement of the disputes made up, yes

Of course there have been a number of petty disputes which did not amount to very much

Q I think any disputes which have not resulted in the terminations of work at the time would hardly be worth noticing

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A We have not an offici l list of the disputes of course. Whatever list I can get will have to be made up from the memory of the different superintendents

Q I suppose there would be enough occurrances in connection w?th them to leave an impression, and you wi ll probably be able to make up a list?

A Yes, I think so

AND FURTHER DEPONENT SAITH NOT

JOSEPH DUFRESNE, OF THE CITY AND DISTRICT OF MONTREAL, BEING CALLED AND DULY SWORN DEPOSES AS FOLLOWS---

(MR DUBRIEUL OF THE LABOR DEPARTMENT OTTAWA IS SWORN TO ACT AS INTERPRETER FOR THE EVIDENCE OF THIS WITNESS)

EXAMINED BY MR DU TREMBALY OF COUNSEL FOR THE TEXTILE WORKERS ASSOCIATION---

Q Mr Dufresne, you have worked in Cotton factories?

A Yes, sir

Q For howlong ?

A Twenty one years last May

Q In what mills did you work ?

A Hochelaga

Q What kind of work did you do there ?

A I was preparing the orders for quilts and covers and different things. I was preparing the orders.

Q During the five months previous to the month of May last what was your salary per fortnight, and how many hours did you work exah fortnight ?

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A We worked forty five hours a week to begin with, then they put us on forty hours a week. Wha I was working forty five hours a week, I was earning eighteen cents an hour. This gave me sixteen or seventeen dollars a fortnight.

When they reduced the number of hours to forty per week I was getting seven dollars and twenty cents per week. I only received that amount for one week.

xxfxxxx after the reduction of ten per cent took place I only got $6.50 per week.

BY THE COMMISSIONER——

Q When did thei rediction in hours take place

A Last fall they reducedthe umber of hours

Q Do you remember the month ?

A Septemberor October I think

Q Could you get the exact date ?

A It was at the beginning of October

Q When did the ten per cent reduction take place

A May fourth

BY MR DU TREMBLAY

Q During the two last weeks previous to the ten pem cent reduction wha t salary did you receive

A I received thirteen dollars

BY THE COMMISSIONER

Q Per week ?

A No, sir, in two weeks

BY MR DU TREMBLAY

Q It was then that you ceased work ?

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A Yes, sir

Q Why did you cease work ?

A Beacuse I was not earning enough to live on. I could not meet my expenses

Q Are you married ?

A Yes

Q And, have children ?

A Yes

Q Did you work at the Hochelaga Mill since the month of May last or at any other mill of the Dominion Textile Company?

A Not since we left work

Q Did you gà and ask for work ?

A Yes

Q To whom did you go ?

A First I went to see Mr Gordon, and Mr Gordon consented to give me work, and he referred me to Mr Taylor. Mr Taylor gave me to understand that under No Concideration would I get work

Q Were you replaced in the work you were doing in the mill ?

A. Yes, sir

Q Do you know the salary paid tothe person who replaced you?

A No sir, butI am inclined to think that he is receiving the same salary as I was getting myself

Q Would you go back to your work again if it was offered to you ?

A Inasmuch as I would earn enough to live on in working

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A Yes, sir

Q Why did you cease work ?

A Because I was not earning enough to live on. I could not meet my expenses

Q Are you married ?

A Yes

Q And, have childern ?

A Yes

Q Did you work at the Hochelaga Mill since the month of May last or at any other mill of the Dominion Textile Company?

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full time I would accept work in my old position

BY THE COMMISSIONER

Q Do you mean that you would accept the position or that you would accept the position if they would allow you to work full time ?

A If my old position was offered to me and they would give me enough to live on I would accept it

BY MR DU TREMBALY

Q At what salary would you consent to go back to work ?

A A salary of eighteen cents per hour. The same salary as I was getting beforethey shortened the number of hours

Q When this reduction of ten per cent took place did you receive a notice that it was about to take place ?

A Placards were put up in the factory on the four-h of May, saying that a reduction would take place

We were notified by notices posted up in the factory tht a reduction of ten per cent would take place. The notice stated that the reduction wouldtake place on the fourth of May-- We were not notified previous to that-- we were notified at the time of the reduction

Q You say that it was impossible to live on the salary you were receiving after the reduction of ten per cent and considering the number of hours work per week ?

A I was unable to live on the salary

BY THE COMMISSIONER---

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Q And, you have had no employment since ?

A Yes, sir, I have, but that is because I have looked for it, and through the protection of frineds. I would not be able to live without working

Q Are you working at the present time ?

A Yes, sir. I am a night watchman

BY MR DU TREMBALY

Q What wages do you receive as night watchman ?

A I receive $1.50 per day. I commence work at six oclock in the evening, and finish at half past six in the morning

Q When you worked the forty hours per week at what time did you commence, and at what time did you finish ?

A We commenced work at half past seven in the morning and quit at half past four in the afternoon. and we did not work on Saturdays

BY THE COMMISSIONER

Q Didyou have any intermission for meals ?

A Yes, we left at twelve oclock and we had to be inside the factory at five minutes to one

BY MR DU TREMBLAY

Q Can you tell me how many there were at Hochelaga in your department, who went on strike because of this reduction of ten per cent ?

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A There were about twenty five who left work then And since then about threeof them returned to work

Q Those twenty five comprised the whole of your department ?

A In part

Q How many were in your department ?

A About thirty

Q Did that include the foreman ?

A No. There was only one foreman

BY THE COMMISSIONER

Q How many men went out of the mill altogether ?

A About five hundred

Q How many were employed there ?

A There were between eight hundred and nine hundred hands

Q And, of that number five hundred went on strike?

A Yes, sir

Q And, the other four hundred remained at work ?

A About that

Q Why did they not go out at the same time ?

A There was a misunderstanding between ourselves and certain persons

Q What was th reason of that misunderstanding

A It wasin regard to the control of the foremen

Q What did the foremen have to do with it ?

A The foremen belonged to the new Association formed or organized by Mr Girard.

Q What organizat on is that ?

A It is a new organization, which goes by the name

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Dufresne

of thexMenAmicable or Friendly Association (L.Association Amicale)

Q When was it formed ?

A It was formed in the month of April

Q And the foremen were members of this association ?

A Yes, sir. They formed the Association with the object of having the foremen join with the other members .

Q What is the name of the Association you belong to?

A The Federation of Textile Workersof Canada

Q Now, what is the name of the foreman who belongs tothis other Association ?

A The foremen generally

Q How many foremen were there in the new Associati on?

A I could not say, but generally speaking the second foremen and the head foremen belong to it

Q Did they get up this association ?

A The association was founded principally to allow the foremen to belong to it because the foremen are not allowed to belong to our association

Q Who conceived the idea of getting up this new association so as to aloow the foremen in ?

A Mr Girard had several interviews with the forema and decided to form an association in opposition to the old one

Q Who is Mr Girard ?

A Mr L A Girard. He is a Frenchman. He wrote Articles in La Prese and in La Patrie on the labor question

Q Has he anything to do with the mills ?

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A He was allowed to go into the mill, and to go around and indice th workers to join the new association, showing them the weakeness of the old associati on

Q What weakness was it that he described in the old association ?

A It was bec use the Federation of Textile workers of Canada Had expelled Mr Girard

Q He had been a member of theTextile Workers Association ?

A Yes, sir, he was general secretary of the Te xtile Workers at one t me

Q When was he expelled ?

A He was expelled at the last special convention, which was held f r the purpose of electing a General President-- That would be the fourth or fi fth of April

Q Of this year ?

A Yes

Q Why washe expelled?

A Because he was not considered worthy of continuing in the office which he held

Q What had he done ?

A This is a que stion which was ded ded by the General Executive. The r ank and file of the Association had n thing to do with the matter

Q Who are the general executive ?

A There was Mr Parent, of St Henri, Mr Therrien of At Anns, Mr Fafard of Hochelaga, Mr Gignac of Magog. There were others whose names I do n t know at present.

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Q Was Mr Girard a member of the Executive ?

A By virtue of the position he occupied as Genral Secretary of the Association he was a member of the General Executive

Q Were you a member of theExecutive ?

A No, sir

Q So, you couldnot say what was the cause of his expulsion ?

A I said a moment ago that the ordinary members of the Association do not penetrate into the arrangements or the affairs of the General Executive, so I do not know

Q I think we ought to get Mr Girard here, and some of the other members of the Executive. Evidently from what you say h formed this new association because he was expelled from the Federation of Textile workers? Is that right ?

A That is the business of the Royal Commission. Whether Mr Girard and the rest of the members of the General Executive should be brought here is a matter for the Commissioner to decide

Q What I,want to know from you is this-- do you understand that the reason Mr Giradrd formed this Friendly acssociation was because he was expelled from the Federation of Textile workers ?

A Yes I wastold that at the time of the meeting of the General Executive when Mr Girard was expelled from the Federation of Textile workers he said "I am a Frenchman, and I have French blood in my veins, and

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I will have my revenge some day"

Q And, this was the shape his revenge took— he went and formed this new association in opposition to the textile workers association ?

A Yes

Q And, he got four hundred members into the newassociation inside of a month ?

A No, not during one month. When the members of the old associaion were out of work he took advantage of them being scattered to obtain membership from several of them separately

Q What I understood you to say was that the new Associationwas formed in april, and that the strike took place on the fourth of May, and that when the strike took place there were four hundred persons who did not go out, and that they weremembers of the new Association ?

A I misunderstood you. There are now four hundred

Q That is the membership at Hochelaga ?

A Yes, at Hochelaga only

Q Did this Association extend to the othermills at all ?

A Not to my knowledge

Q At the time of the strike when those four hundred persons did not go out what was their reason for remaining at work ?

A They were afraid of losing their situations, and the foremen succeeded in inducing them or urging them to remain at work

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Q Did they receive a reduction the same as the others?

A The same thing, only some of them who had taken the places of the strikers were given to understand that they would work sixty hours a week. They were paid for sixty hours, but they were not working sixty hours

Q When was that ? since they returned to work ?

A Since three or four weeks. I do not remember exactly the time. Probably it was a little more

Q You say there were six hundred who went on strike

A Five or six hundred

Q At Hochelaga ?

A Yes. I think there are about nine hundred there altogether, and about five hundred or six hundred went on strike

Q Would it be nearer six hundred than five hundred

A I could not say, I think it would be nearer five hundred. I did not count the number of persons

Q Are those persons, men, women, girls or boys ?

A They would be mixed, Men, women boys and girls

Q Could I get exactly the number of men and the number of women ?

A Not from me, because I am not in a position to give you the information

Q I presume I could get it from the owners of the factory or from the managers or superintendents— that is a list of the employees, and possibly I could get the membership of the Union from some of the Executive of the Union ?

A I think it would be preferable that way

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Q Do women belong to the Federation of Textile Workers?

A Yes sir.

Q And, do they belong to this friendly association also?

A They dont belong to it that I know of. I believe some women belong to the Friendly Association.

Q Who would be the best person to give me information as to the Federation of Textile Workers?

A Mr. Wilfrid Paquette.

Q And, who would be the best person to give me information as to this Friendly Association?

A I think it would be Mr. Henri Champagne.

Q Who is he?

A Second Foreman.

Q At Hochelaga?

A Yes.

Q Any body else?

A When I saw that the strike was lengthening out, and without having any prospect of going back to the factory, - after having worked there twenty one years, and having to leave my situation and to secure work elsewhere, in order to earn bread for my family; I did not take as much interest in the working of the Association as I had done formerly, and, consequently, I am unable to state who would be able to give any information in this regard.

Q Was there any other Union at Hochelaga Mill outside of those two, while you were there?

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A No sir, not that I know of.

Q Were all the employees of the mill in either one or the other of these Associations?

A When we organized the Canadian Federation of Textile workers, over three quarters of those employed there joined the Association.

Q But, at the time this strike took place were there any employees who were not members of the Textile Workers Association, or of the Friendly Association?

A Yes, sir, there were some.

Q How many would there be?

A It is impossible for me to say.

Q Would there be 100?

A I cannot say, I do not know.

Q Would there be ten?

A It is impossible for me to say.

Q Would you not know of those who were not members?

A In my department we had a branch Association, and I have nothing to do with the rest of the employees of the mill.

Q You say that there were some who were not members of either organization at the time they went out on strike?

A Yes.

Q Do you know as a matter of fact whether these people went out on strike or not?

A I am unable to state, because I do not know.

Q Can yougive me the name of any one person who was not a member of either Organization?

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A No sir.

Q I am anx ous to give everybody a chance to tell his story in this matter, and I want the man who is a member of the Textile workers Union, and the one who is a member of the Friendly Association, and the one who has not been fortunate, or unfortunate enough not to get into either of them. I want to get every side of the matter?

A I would be glad to give you the information, but I have not got it in my possession.

Q Do you know the name of any one who could give us that information?

A Very probably those who will come after me will be able to give you the names of those who belonged to either organization, and those who did not belong to either of them.

Q Do you know if the differences between those two Organizations had anything to do with the strike? Was it in any way responsible for the strike?

A Yes sir.

Q In what way?

A Through the action of Mr. Girard, who was able to have interviews with the foremen , and who had the right to go into the mills and have several interviews with the foremen. After these interviews, some of the members of our Association were discharged, and were replaced by others - during the strike.

Q I am now speaking of the time prior to that. Do you

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think that the fact that there were these two Organizations, not on the best of terms with each other, had anything to do with the strike, or was in any way responsible for it?

A No sir.

Q If Mr. Girard had not been there would the strike have taken place?

A I am under the impression that if Mr. Girard had not been there the Companies would have offered us better terms.

Q If you just had the Textile Workers Union alone, you think you would have been able to make an arrangement with the Company?

A I am under the impression that the owners of the mills, knowing that there were two organizations, refrained from offering certain terms which they would probably have offered other wise. Under the circumstances they were able to send their work to be done in other mills, belonging to themselves, and to close down the Hochelaga Mill.

Q Do I understand you to say that you think the employers played one Orgnization off against the other?

A Yes.

Q And, if there had not been these two Organizations, but simply one, you think that one would have been able to effect an arrangement without having a strike

A Yes, sir, I am under that impression.

Q Do you think the employers had anything to do withgetting up this Friendly Association?

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A I could not tate, but according to me it looks that way.

Q Are there many who share your view or impression?

A Oh, yes sir. You will find that by the tesimony which will be rendered.

Q You think they have a hold on Mr. Girard?

A Yes sir.

Q Have they a hold on any one in the Textile Association?

A No sir.

Q Do you think any body else has?

WITNESS Apart from the Textile Workers?

THE COMMISSIONER Yes.

A I dont know.

Q You stated that Girard was allowed to go into the mills, and induce these men to belong to the Union?

A Yes.

Q What do you mean by saying that he was allowed to do that?

A Because he was allowed to go inside into the mill, and there is a guardian at the door to prevent the entrance of any stranger or outsider.

Q Mr. Girard is not an employee of the mill?

A No sir.

Q And, do I understand that only employees are allowed to go inside?

A Yes.

Q And notwithstanding this, he was allowed to go in

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and induce the workmen to join this new Union ?

A Yes. We have no such permission during th e work of the mill

Q When the men are not working can anyone endeavor to induce them to belong to an organization ?

A Outside the mill, certainly: but not inside

Q You say that Mr Girard was permitted to go into the mill while the men were working, and to talk to them about joining this Union while they were at work ?

A Yes, so much so that our General Secretary had to inform Mr Mole, the manager of the Company, of such actions on the part of Mr Girard

Q What is Mr Girard's business ? What does he do for a living ?

A I guess he does something. I do not know what he does

Q Do you know whether he is a cotton mill operative ?

A He was formerly. He is not now

Q How long is it since he has been a cotton mill operative ?

A About two and a half years

Q Now, have there been any other strikes at the Hochelaga Mill, apart from this one that took place on the fourth of May ?

A Yes, sir

Q Can you tell me when they took place ?

A I do not remember the dates

Q Do you remember how many there have been ?

A There were three strikes. Two since the Federation

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was organized, and one previous to the Organization of the Textile workers.

Q When was the Textile Organization organized?

A Two years ago, next September.

Q Was it at Hochelaga that the Organization was formed for the first time?

A They were formed under the International Association at first, but not being satisfied with the condition of affairs, under the International Association, we decided to form a Canadian Federation of Textile Workers.

Q And, it was two years ago that you changed?

A Two years ago next September.

Q Do you know how long this Organization had been affiliated with the International Organization?

A About two or three months.

Q Only two or three months?

A Yes.

Q And, you did not like the International Associations, so you decided to form a purely Canadian Organization? Is that right?

A Yes sir. We thought that when we were meeting together we would be meeting the views of the proprietors of the different mills better in being a Canadian Association than an International Association.

Q Did the proprietors try to get you to become a purely Canadian Association?

A No; they never do.

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Q Did you become members of this Canadian Association, just to please the employees?

A No.

Q What was the reason?

A Well, we had great confidence in the person of the Chief Organizer, and we were on good terms with the proprietors, so that we believed this Organizer, and we formed a Canadian Orgnization.

Q Who was the Chief Organizer?

A The Chief Organizer was Mr. Wilfrid Paquette, together with some of his friends, who accompanied him in the formation of the Association)

Q And, it was through the personality of the leaders, is that what I understand you to say - that you formed the new Association? Because you believed in the individulas you had as leaders?

A Not only owing to the confidence that we had in Mr. Paquette, but we knew that Mr. Paquette and his friends were telling the truth, and we were there to obtain better terms and we thought we would obtain better terms from the proprietors in belonging to the new Association.

Q Who got the men to join the International Association?

A I was not present at these Meetings.

We Organized in the International at the time the first strike took place.

Q I suppose Mr. Paquette could give us the reason of the change?

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A I dont know anything about the information he could give you. It is the duty of the Royal Commission to find out from him what he can tell you.

Q But, I want you to help me all you can?

A I understand that perfectly well, but why should I say things which I do not know.

Q Are there any other Associations of which the operatives of the Hochelaga Mills have been members?

A There were the mule spinners, who were members of the International Association, and they were also members of the Canadian Textile workers.

Q Are they still members of this International Organization?

A I dont know.

Q It seems to me you have had quite a lot of Trade Union History down at Hochelaga? Being connected with the International Association, the Textile Workers Association, and now you have the Friendly Association?

A Yes.

Q You could not say whether the mule spinners are still members of both?

A No.

Q Do you know whether any of the mule spinners were members of the Friendly Association?

A No.

Q I understood you to say that there was one strike which took place while the employees were members of the International, and two strikes since?

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A No.

Q I understood you to say that there had been three strikes altogether at Hochelaga. One while the employees were members of the International Association, and two since?

A The International Association was organized in the mill only after the men were re-instated to work after the first strike. I was not interested in the first strike, for the simple reason that I did not take any part in it.

Q That was about 1905, or 1906?

A 1905.

Q And, the International Association was formed after the strike?

A Yes.

Q And, in 1906 The Textile workers Union was formed?

A Yes.

Q And, since that has been formed two strikes have taken place, oneof which was on May 4th of the present year?

A I am under the impression that the strike took place later than the fourth of May. I think it was a week later than the fourth of May.

Q The reduction took place on the fourth of May, and the strike took place a week later?

A Yes.

Q Are you sure of that?

A Yes sir. We were paid on Friday.

The other mills were already on strike, but the

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Hochelaga mill was working.

We decided at the Meeting on Friday night, not to go to work unless the Company would give us better terms,

Q How long did the strike last?

A I was three weeks idle, and after that time I succeeded in securing work elsewhere, so I did not take any more interest in the strike.

Q Do you know how long it was before most of the men got back to work?

A About six weeks. Those who went back to work, and who were asked to do so by the Company, they took their old places.

Q Are there many who have not been asked to go back?

A In my department we decided to accept work when work was offered to us, pending the negotiations for the creation of a Royal Commission?

Q Do you know how many there are who have not returned since?

A Twenty one.

Q In your Department, or in the whole mill?

A In my department.

Q Can you say how many there are in the mill altogether?

A About five hundred, between five hundred and six hundred, - nearer to five hundred than to six hundred.

Q I do not think you understand my question. I am asking you now many of those who went out on strike have not been taken back?

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A Certainly, over 200.

Q Who have not gone back?

A Yes. I wish to state that we received instructions from our dignataries or chief officers not to accept, or not to apply for our positions with the company.

Q Do I understand you to say that you received instructions from the chief officers of The Textile Workers Union not to apply for your old positions in the company?

A No, we were instructed that the higher officers of the company would not accept us. What I mean is this, our names were given to the authorities of the mill so that we could not get work. The owners of the mill having our names, refused to give us work.

MR DU TREMBLAY : If I understood well what the witness said, or rather what he means to say is, that he understands that the men could go back to work, but those who had taken a prominent part in the strike, and who had interested themselves in the strike could not go to work, their names having been given to the employers, so that they could not get their positions back if they applied for them.

BY THE COMMISSIONER:

Q The parties you refer to are the mill authorities and not the officers of the union?

A Exactly.

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Q As I understand it, your idea is that the superior officers of the mill, for certain reasons of their own, had the names of certain persons whom they are not re-employing, and that is the reason why some persons have not applied for employment. Is that right?

A yes sir, that is exactly what I mean.

Q Have you ever applied yourself?

A Yes, I said so already.

Q And were you told that you could not get employ ment?

A I was told that under no consideration would I be taken back.

Q Why was that?

A Well, it gives me to understand that it was because I took part intthe strike.

Q Did you ever give any thought to the question as to how friendly relations could best be maintained between employers and employees in the cotton industry?

A / I think you ought to have the officers of The Canadian Textile Association to determine that. I think it would be a good idea to have the officers of the Association confer with the mill owners.

Q I am speaking now apart from any particular strike. Have you ever thought of how friendly relations could best be preserved or how different arrangements could be entered into?

A No sir.

BY MR DU TREMBLAY:

Q Do you know that when the strike was declared

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at St Henry and St Ann's, some of the employees remained at work?

A I could not say.

Q When the strike was declared, how many members were there in the Friendly Association?

A Some said 30, some said 50, and some others said these were 100. I do not know.

And further deponent saith not

J St Dufresne

WILFRID PAQUETTE of the city and district of Montreal being called and duly sworn deposeth as follows:

EXAMINED BY MR DU TREMBLAY

Q Mr paquette, you have been General Secretary of The Dominion Textile Union?

A Yes

Q For how long,

A I have been organizer of the Union from September 1906. I was President of the organization until the month of April last, and I have been General Secretary of the organization since last April

Q Will you tell us how many members of the Textile Union belonged to that Union at the last strike?

A We had about six thousand members in good standing. There were eight thousand members on our

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books When I say members in good standing, I mean members who have paid their dues, and who are not otherwise disqualified.

Q Now, you know this other organization called The Friendly Association, or "Union Amicale"?

A Yes

Q Can you tell us when that Union commenced?

A It was organized, or we heard about it first during the end of April last.

Q Do you know how many members there were in that organization when the strike took place?

A Well, I should judge -- if we could judge by their meetings, I should judge it would be a matter of from 30 to 50.

Q Do you know Mr Girard?

A Yes

Q I understand that Mr Girard is the organizer of that Union?

A According to their programme he was the organizer of the Union.

Q He was nonlonger a member of the Textile Union?

A No sir.

Q He had formerly been a member of the Textile Union?

A Yes

Q Was this fraternal or Amicable Association consulted when the strike was decided upon by the members of the Textile Union?

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A A meeting of all the textile workers in each factory was called. That meeting was called by circulars and by notices inserted in the newsppers We did not make any difference between the members of "The Union Amicale" and the Federation of Textile Workers. It was a general call all around - union men and non-union men.

Q Now, what were the reasons given for having a strike?

A Well, during the month of March last hearing so many stories that times were hard, the Textile Workers, numbering about twenty locals, decided not to ask for an increase during the coming spring as we had dcne for the last two years. We thought that by acting in this way that there might not be any trouble during the month of May.

On the 25th of April last a notice was put up at the gates of all the mills on Montreal controlld by the Dominion Textile Company, and by The Montreal Cotton Company at Valleyfield saying that a reduction of wages would be enforced on the 4th day of May, this reduction amounting to ten per cent for all the employees.

On the 25th of April the executive cbuncil of the Federation of Textile Workers had their meeting, and we decided at that meeting to send a committee to see Mr Mole, who is the general manager of The Dominion Textile Company, asking him if there was not a way of getting out of this ten per cent reduction.

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This committee was composed of the General President of the order at the time, and one of the vice presidents, Mr parent.

On the 27th of April they went up to Mr Mole and said (at least that is the report they made to us in writing) "Mr Mole, can you not fix it up in some way so that there will not be any reduction in the wages of the employees during the present year?" Mr Mole's answer was "No, we cannot do anything about it". Then they said "Can you not make it at least a five per cent reduction?" And Mr Mole's answer again was that they could not do it. He was then asked if he would not promise that there would not be any more reduction during the present year, and his answer was that they could not promise anything.

Well, it was then decided that the mule spinners should go on strike. Those mule spinners are one part of the cotton industry. It was also decided that they should be supported by the other departments. When I say supported I mean that they should be supported financially.

On the 4th of May the mule spinners in St Henry, the Hochelaga Mill and at Valleyfield went out on strike. They stayed out a couple of weeks alone. The other departments in these three mills decided in their meetings to go out on strike, with the intention of opposing this reduction of ten per cent.

In St Henry mill and Hochalaga mill we

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called out a strike; in Valleyfield there was only the mule spinners and the finishers that went out on strike. The others were locked out.

The mills closed their gates and there was no work until the mule spinners and finishers came back.

Then the Federation of Textile Workers -- in fact I might say all the workers, decided to apply to the Minister of Labour, asking him if there was not a possible way of getting out of this matter and putting an end to this trouble and to the strike. The result of our efforts in this direction was that The Royal Commission was appointed. When we made our application it was understood at the time that everybody would go back to their old jobs, but we find that in Hochelaga mill there are about 150 left our; in St Ann's mill there are about 35 or 40. I may say that St Ann's mill is a comparatively small mill. In St Henry there are about one third of them who cannot go back to their work. In Magog at the present time one half of the employees are locked out. In Valleyfield one third of the workers cannot go back to their work.

Q If I understand you well all the men working at St Henry, and st Ann's and Valleyfield had no work, or went on strike, during the month of May?

A They were on strike.

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There were 2,300 in Valleyfield out of work, there were 1,400 in St Henry out of work, there were 350 in St Ann's, and there were about 500 in Hochelaga.

Q Do you know any of the reasons given by the company for this reduction of 10 per cent?

A As I said before, they pretended that trade was slack or dull, and that they could not sell their production, and that that was why they reduced their wages.

Q Did they promise that they would give back the reduction?

A They said that if business was better -- and if I am informed right (and I believe I am right) -- if they had more protection they would put back the wages to the old standard.

Q At the time of the strike do you know how many hours a week the workers were working?

A They were working an average of 46 hours a week - four days a week. I live right opposite the mill in Hochelaga, and when they are closing down I know about it

Q Can you tell us if the workers were complaining against the salary they were earning?

A Oh yes, the average of mill workers -- that is, the producer -- is 83 cents a day at the present time. I am not now speaking about the overseers, or superintendents or general managers. I am speaking only of the producers. Those people are

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working only four days a week, and I think it will be very easy to see why it is that they cannot be contented.

Q Do you remember seeing the proprietor of the mills and trying to straighten out the difficulty?

A I have been settling all the troubles with them for the last two years, until this last strike.

Furthermore, in some cases when there was some trouble in other mills the general manager took the matter up with me in order to settle those troubles. I know he sent for me to go down to Magog with him.

Q In those mills at Valleyfield, Hochelaga and St Ann's, do you know that some of the employees remained at work when the others went out on strike?

A In St Ann's there were the bosses. Of course they are paid by the year. They stayed at work, but the workers at St Anns, St Henry and valleyfield did not remain at work. There was no work of any kind done in regard to making cotton.

BY THE COMMISSIONER:

Q Who is Mr Mole?

A He is the general superintendent of the Hochelaga mill

Q Do you know his first name?

A Mr A B Mole.

Q In order to get the same kind of information regarding the [illegible]ions as I received from Mr Gordon ~~xxxxxxxxxxxxxxxxxx~~ in regard to the companies this morning, I wish to put you one or two questions:

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Mr Dufresne gave evidence this morning and stated that the first union he knew of in the cotton industry in this country was the International union?

A During the winter of 1905 the mule spinners at Hochelaga organized a local union, as a national body.

In June 1906 after they had a strike in St Anns mill and Hochelaga mill, the textile workers organized three mills in Montreal under the International Union.

Q What three mills do you refer to?

A St Ann's, Hochelaga and St Henry.

In Magog, in the month of June when Mr C T Whitehead was general superintendent of that mill, the employees had trouble with him in regard to union matters. They were organized in the month of July as a local of the United Federation of Textile Workers of America.

Q That was at Magog?

A Yes

At that time those three mills in Montreal and the mill at Magog were in the United Textile Workers Association of America. Then the Textile w orkers sent me to Fall River to enquire as to the standing of the United Textile Workers of America. I stayed there a couple of weeks, and when I came back I advised them to form a Canadian Labor organization, thinking that the industry in the states and our industry might come into contact later on, and we believed it was better to have an organization of

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our own.

I wish to be frank and honest in this matter. We believed that it would be better both for ourselves and for the manufacture s that we should have a Canadian organization, and in the month of september 1906 we formed the pederation of Textile Workers of Canada. The pederation wasxx composed of the textile workers of Montreal, Magog, Montmorenci, Valleyfield St Hyacinthe (this is a woollen mill) and paris, Ontario. Of course they were organized one after the other.

Q Is the paris mill a woollen mill?

A Yes. It is a hosiery mill

Q Do you know of any other union that was formed in the canadian industry other than those you have just mentioned?

A The only organization that was formed was this Union Amicale. I never took that to be a labour organization any way. According to the programmes and circulars which they had printed and distributed to the employees of the mills, it was more of a sick benefit organization, because they were promising them sick benefits, accident benefits, and xxxxxxxx physicians when they needed them. When I heard that this new Union was being pushed along by the overseers, bosses and others, and that they were using the name of the company to push their organization along, I wrote to Mr Mole, general manager of the Textile Company, and I said "There

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are some very funny things happening in your mill" and I gave him an explanation. I told him that they were using the name of the authorities of the mill to push their organization along, and that they were intimidating the employees to join their organization, and I wanted to know if Mr Mole or the superintendents of the mills were responsible. Mr Mole answered like a gentleman that he is, and told me that he had nothing to do with them.

Q What are the different classes of labour employed in cotton mills?

WITNESS: You mean the different trades?

Q Yes?

A Well it is a very long story, but we can get at it.

There is the card room to start with. There is themule room, there is the spinning room, there is the slasher room, the drawing in room, the weaving room, the cloth room, the bleaching room and the finishing room.

Q What classes of employees are in the card room?

A That is where they card the cotton. That comprises several little departments. That is where they take the raw cotton and make roving out of it

Q What class of employees are they? Girls or boys?

A Two thirds of them would be young girls and young boys.

Q That is just picking the cotton?

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A Well, in the picking room there are men, but there are only four or five of them. The majority of the employees are small boys and girls

Q It is a sort of unskilled work?

A The ones that work on the frames need skill. About one third of them would be skilled workers.

Q What proport ion of the employees in the mill would be engaged in the card room?

A Well, take a mill like Hochelaga, where they employ on an average about 900 people there would be about 125 or 130 in the card room.

Q How old would the youngest be?

A Well, of course the law calls for 14 years,

Q For boys or girls?

A It is the same thing. It was amended at the last session,

Q What was it before that?

A 13 years for boys, and 14 years for girls.

Q And now, it is 14 years for both b ys and girls?

A Yes, I n addition they mus t know how to read and write, and they must attend night school until they ar 16 years of age. It is absolutely necessary that they should know how to read and write.

Q They have to go to school in addition to working, between the ages of 14 and 16?

A Yes

Q Do these choldren belong to the union?

A Some of them do, but they cannot vote on any serious question.

Q Can they vote on the matter of a strike?

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A No sir, we do not let them vote on a question of that kind.

Q Who can vote on the matter of a strike?

A Grown up persons.

Q What do you mean by grown up persons?

A Well, from 18 up to old age

Q Do you enforce that rule pretty carefully,

A yes

Q No-one under18 is allowed to vote?

A No sir. The last strike was declared and we did not allow any young boy or girl who did not support himself or herself to vote.

Q Are girls, or young women under 18 alloweditto vote?

A Oh yes.

Q And young men 18 or over?

A Yes sir.

Q On any matter?

A We do not allow the young girls or the young boys to vote on a question of a strike.

Q But, you do not confine the voting on a question of a strike to married people?

A No.

Q Are most of the employees married?

A No. I should say that about two thirds of the employees are single.

Q What proportion of the employees do you think would be under 21 years of age?

A It is pretty hard to tell because they keep

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changing so much. In the card room you might say that is the place where the young element is put in, and in the spinning room. In the mule room, outside of a few boys, they ar eaall grown up people. In the weaving room, outside of four or five young boys or girls, they ar e all men and women. In the cloth room it is the same thing' they have no young people with the exception of one or t wo. In the finishing room they ar all grown u .

Q Practically the card room and the spinning room is where the young people are employed?

A Yes

Q And I understand you to say that about two thirds of those in the card room are under 18 years of age?

A Yes

Q What would be the pe centage of those in the spi nning room?

A It would be about the same thing. There are only about six men in the spinning room.

Q What is the nature of the work done i the spinning room?

A Well the spinning room is the cleanest department in the whole mill. The work can be done by young persons without any injury to themselves.

Q Do you think it is an injury to them to work in the card room?

A Yes sir

Q In what way?

A Well, there is the dust, and the dirt, and the

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machines running so fast that they are liable to a cident and injury. Practically all the injuries suffered by workers occur in the card room.

Q As I understand it, the spinning consists of looking after the spindles?

A

A Yes. In the card room, of course the dirt and dust flies all around, and there is the fibre of the cotton, and the seeds of the co ton, and everything else, which makes it very unhealthy.

Q In a mill employing 900 employes, such as the Hochelaga mill for example, what percentage of those employees would be in the spinning room?

A I should judge that in the spinning room there would be about the same proportion as in the card room or a little more perhaps.

Q About 120?

A About 120 or 135 or something like that.

Q And in the mule room, you say it is mostly men who are employed there?

A All men. It takes a skilled workman to be a mule spinner. They have boys helping them out back-boys and so on. There are a few boys there but they always go in there with the intention of being mule spinners later on.

Q In the textile business, does one department depend on the working of another department?

A Yes. When one stops, the other stops

Q I suppose if the finishing department stopped it would not affect the others?

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A They would be able to make cotton, but they would not be abl w to ship it.

Q Which department is the most essential to the running of the mill?

A The mule spinners

Q You speak of the spinning room and the mule spinners?

A Well, cloth is made of two elements, the filling and the warp. The warp is the thread that goes across, and the filling is the thread that goes in between. The filling is made in the mule room and the thread which we call the warp is made in the spinning room.

Q Where are those interjoined? In the weaving?

A Yes, in the weaving.

Q And the weaving is carried on by men?

A No, by women. There are a few men. Two thirds and a half are women. They have what are called loom fixers. Those are men who fix the looms, and put the warp on the looms. Of course hose are men. The large majority of the weavers are women.

Q What percentage of the total employees would be females?

A Two thirds and a half.

Q What do you mean by two thirds and a half?

A There is only half a third of them men.

Q Do you mean one third men and two thirds women?

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A There would be more than two thirds women. You might say three quarters of them would be women. I counted them once in those three mills in Montreal, and it was over two thirds.

Q Do I understand you to say that three out of every four employees would be women.

A Yes

Q Would three out of four of the members of the Union be women?

A Yes

Q About the same percentage?

A Yes

Q And women have the same rights?

A They are entitled to the same rights.

Q Do they pay the same fees?

A Yes, and they ar the best members too.

Q How many officers have they?

A They have a Vice-President. They are entitled to all the seats of office if they want them, only they are not anxious to take office.

Q They prefer to have the men take office?

A Yes. Generally in our local the Vice-President is a woman.

Q Then, the first union that was formed as the Union of Mule Spinners of Hochelaga in the winter of 1905?

A Yes

Q And that was formed as a national body?

A Yes

Q There had been no union in any cotton mill in

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Canada before then?

A Never

Q What was the occasion of starting that?

A Because the mule spinners at that time were skilled workers and were getting very low wages. It was a matter of seven or eight dollars a week.

Q Who was responsible for that organization?

A I was their secretary.

Q Before they had any secretary, or any officers who got it up?

A They had a national organization here in Montreal, and they have it yet, and I believe a man by the name of Mee is general president.

Q Is that Mee the waiter?

A yes, that is the one. He is President of the organization. He came up one night, and he organized them, and the boys said "Paquette, if you want to be our secretary, we will elect you". Of course they are not scholars, because they have to go into the mill very early in life.

Q That ntional body you speak of was The National Trades and Labour Congress?

A yes

Q And, the idea was to start a local union of the National Trades and Labour Congressin the cotton industry

A Yes sir

Q What became of that body?

A Well, we had a little trouble in Hochelaga in

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regard to a mule spinner who was discharged from his work, and they sent up Mr Mee and Mr Griffiths, to see Mr Taylor. Of course Mr Mee and Mr Griffiths did not know anything about cotton mills, and Mr Taylor did not take very long to let them know that they did not know what they were speaking about

Q Who is Mr Taylor?

A He is the superintendent of the Hochelaga mill The mule spinners thought that it would be better to organize outside of this Trades and Labour Congressaltogether, and to have a man who could speak about cotton matters.

Q When did this trouble take place?
A The first trouble.

THE COMMISSIONER:

Q The trouble about which they went to see Mr Taylor?

A That was in March 1906.

Q When was it that the National local was formed?

A In the winter.

Q 1905?

A November 1905, yes. They were organized in November 1905, and the first trouble that they had was in March 1906.

Q And Mr Griffiths and Mr Mee got together and organized them?

A They came up and organized them, and they paid so many dollars for their charter. I was their first local secretary.

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There were only about twenty one members at the time, because there are not many mule spinners.

Q How did you come to be Secretary? Are you a Mule spinner?

A No, I am not, but I worked in the mill with them.

Q Were you working in the mill at that time?

A No sir, I was not.

Q What were you doing then?

A I was clerk in the Police Court, the same as I am doing at the present time.

Q Here in Montreal?

A Yes sir.

Q Then, it is not necessary that the Officers of the Union should be employees, or actively engaged in the Cotton industry?

A No. As long as they know something about cotton, and can understand the workmen, and know what they are talking about when they are talking about cotton.

Q Are you a member of any particular local or of the National Trades and Labor Congress at the present time?

A No sir, and I never was.

Q You were not at that time?

A At the time that we belonged to it, of course, I was.

Q Do you remember when the National Trades and Labor Congress was formed?

A I do not remember.

Q What was the total membership of that body?

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WITNESS Of the Mule spinners?

THE COMMISSIONER This local Union of the National Trades and Labor Congress?

A Twenty one.

Q Was that the largest membership they ever had?

A That was the largest membership they ever had.

Q It was not very large?

A That is all the mule spinners they have in Hochelaga

Q Did they have any other class of employees in that Organization?

A No, only the Mule Spinners.

Q And, this organization of twenty one lasted from November 1905 until March 1906?

A Yes.

Q What did they do with the Charter?

A We have it yet.

Q Is the body still in existence, or do you just keep the Charter as a souvenir?

A We just keep it. We paid ten dollars for it, and we keep it as a souvenir.

Q That is all you have to show for the ten dollars?

A No we can show something else. I think the result obtained was good for the Mle Spinners. It helped them to organize into something else.

Q Now, there was a little trouble in March 1906?

A Yes.

Q Was that a strike?

A No, they had no strike.

Q Simply a disagreement?

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A In regard to the President of the Local, who was discharged by Mr. Taylor, and they wanted to get him back. There was no strike in connection with that matter.

Q Why was he discharged?

A Well, we can think, but we cannot say.

Q What do you think?

A I think he was discharged, because he was President of the Union. The whole family were discharged because they were members of the Union - men who have worked in that mill for fifteen years.

Q But, they were not all Presidents?

A No, but they were all active members.

Q And, all the members of the family to which the President belonged were discharged?

A Yes.

Q And, you think it was because of their activity in Labor organization?

A Yes sir.

Q Was the Company opposed then, to Unions?

A Not the Company . There is a big difference to be made between the Company and some of the Superintendents.

Q Do you think this was a matter between individuals?

A Yes sir.

Q Dislike of the Superintendent, or the Superintendent's dislike of an organization?

A The reason I say this is because in some mills we never have any objection regarding a Union - that is

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in mills of the same Company. In some of the mills we have no trouble whatever, whereas in some others we are always in hot water.

Q These are exactly the kind of facts I wish to get at. You say that in some of the mills under the control of the Dominion Textile Company youare allowed to have Unions and there is no difficulty about it?

A Yes.

Q Whereas in other mills you have trouble?

A Yes.

Q Which leads you to the belief that the Company is not opposed to Unions?

A Yes.

Q What makes you think it is on account of the Superintendent?

A Well, on account of the Superintendent or some of the bosses or overseers.

Q Have you ever brought the matter to the attention of the Head Offices of the Company?

A Yes sir, I wrote to Mr. Mole.

Q What did he say?

A I have those letters yet.

Q Will you please produce the letter which you wrote to Mr. Mole, and Mr. Mole's reply?

A I do not think I have a copy of the letter I wrote.

Q Well, in any event, will you let me see his letter?

A Yes.

Q Do you remember what he said?

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A He always spoke right.

Q Did he enunciate any policy on the part of the Company in regard to the matter of Unions?

A He said, - and Mr. Gordon, the Vice President of the Company, told me - that they were not against a Union that was run right, which did its duty, and was not creating trouble all the time, when there was no trouble to create.

Q Who decides whether the Union is run right or not? Does the Company decide it, or does the Union decide it, or is it left to a Royal Commission?

A That is something which is pretty hard to answer. We never had any trouble of any kind, nor any dissention of any kind, before this touble of last May. Everything went all right.

I went to the Office, and met Mr. Gordon and Mr. Mole very often, and, furthermore, when there was any trouble in Hochelaga, Mr.Taylor wrote to me saying that there was trouble, or that trouble was coming along, and asking me if I could not help him out.

When Mr, Mole went to Magog to settle the wage question, I was working in the Police Court. I was General President of the Organization at the time, and Mr, Mole called me to his Office and said " I want you to come to Magog with me". I said "What for?". He said "Well, there might be some trouble out there, and I want you to hel p me out". I said "I cannot leave my work without any intimation

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so I do not see what I can do." He took the telephone and asked the Judge I was working for if he would not give me a vacation of a day or two, in order to go to Magog. This was done.

I merely mention this fact to show you that there was no trouble of any kind.

When there was trouble in April, in regard to a loom fixer, or a first or second boss, whose way of acting was aggravating to the employees, I went to Mr. Mole and Mr. Gordon, and if I remember right, it was understood that the people should go back to their work next morning, and that they were to have an investigation. The people went back to work next morning.

Q What date was that?

A That was in April.

Q April of last year?

A April 1908. There was a strike of a week there.

Q Was that at Magog?

A No, that was at Hochelaga.

Q It is your idea then, that the Heads of the Company are quite agreeable to having Unions, and they are prepared to deal with the members of the Union? Is that right?

A If I can judge by the way they have been acting until last May, I believe they never did us any injury of any kind, until last May.

Q You think that up to that time, they were prepared to meet you as a Union? But, would you go as far as saying that they were prepared to deal

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with the Union?

A They always did so with me.

Q You were chief officer?

A Yes.

Q Then, in May, they took a sudden twist the other way?

A Yes.

The first thing they did was to put up a notice announcing a ten per cent reduction. We sent delegates to them, thinking that they might be willing to deal with us in some way or another, but they were not

Q We will come to this trouble of May in a few minutes.

I think we now have about all that is necessary to know in connection with the Local of the National Trades and Labor Congress. It was a short lived affair?

A Yes.

Q And, from March 1906, until June 1906, there was apparently no orgnization of any kind?

A No, there was none.

Q But, there was a strike?

A There was a strike in April.

Q Where was that strike?

A The Mule spinners went out on strike.

Q At what place?

A At Hochelaga. In March 1907, there was not a strike.

Q The Mule Spinners had some difficulty, and Mr. Griffith and Mr. Mee went up to speak to Mr. Taylor

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knew too much for them, the result being that they did not like the way Mr. Mee and Mr. Griffith handled the matter?

A Yes, and we thought we might as well drop the thing right there, because it was winter and hard times, and there was no s trike.

Q In April, the mule spinners went out on strike?

A Yes, I think that was about the first or second week in April. I am not very sure about the date.

Q That would be in 1906?

A Yes.

Q How many mule spinners?

A Twenty one.

Q Why did they go out on strike?

A They were asking for more pay?

Q How long were they out?

A They stayed out until the first or second week of May.

Q Did their going out tie up the mill?

A All the other employees went out on strike too?

Q They were joined by the others?

A Yes, during the first week of May, or the last week of April. I believe it was the first week of May.

Q How many went out altogether then?

A About 900 or 950.

Q Were they asking for more pay too?

A They were asking for more pay.

Q Ever y one?

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A Every body.

Q How did they put in their request?

A Well, the mule spinners made out their price list, and the other departments made out their price list. Each department made out its price list, and we sent up the price lists to Mr. W.T. Whitehead, who was the General Manager at the time, and to Mr. Taylor, because Mr.Taylor takes charge of the two mills, St. Anns, and Hochelaga.

Q Did you have a mass meeting to make up that price list?

A Yes, we had meetings twice a day.

Q For how long?

A During that week.

Q Before you went on strike?

A No, when we went on strike.

Q How did you present the demand for an increase, in the first instance?

A They walked right out.

Q Did not give any notice at all?

A No notice at all.

Q Dont you think that was a peculiar way to do it?

A Well, that was the way it was done.

Q The Company did not know anything about their intention of going on strike?

A No.

Of course, it looks funny on the bare face of it, but you must remember that when the mule spinners are not working, it bothers all the other departments,

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and one half of the other departments were idle, because they did not have any filling to work with.

Q Did the mule spinners put in any written demand to the company?

A They presented their list.

Q How did they frame that list? Did they have a mass meeting? They had no organization?

A They had no organization, but they had a meeting. They wrote out their list that such filling should be paid at such a rate, and such other filling should be paid at such another rate. They presented that list to Mr. Taylor.

Q That was before the strike?

A Yes. I am now speaking of the mule spinners.

Q How long did they give the Company to decide?

A They asked for more pay, and Mr. Taylor told the overseers - he told Mr. Julien that if they were not satisfied to get out.

Q They put in a demand saying that they wanted more pay?

A Yes.

Q And they got the reply " If you are not satisfied with what you are getting, get out". And they got out?

A Yes.

Q How long did that take? Was that done by negotiations, or was it all done at once?

A I met Mr. Whitehead and Mr. Taylor. I think it was on Friday, I received a telephone message from Mr. Taylor and Mr. Whitehead, telling me that they wanted to see me. I went in and said to them

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"You can fix this matter up all right. If there are some points where they have asked too much, you can cut them in half. I think we can fix this matter up all right".

Q Were you an employee of the Company then?

A No.

Q How did it happen that you presented their case?

A I was their representative.

Q I understand thatthey had no organization?

A That does not make any difference. I was taking care of their interests.

Q Who engaged you to look after them?

A They did not engage me . They simply said "Go up and see if you can do anything about it".

Q Did they send for you, or did you go up?

A They sent for me.

Q They thought of the idea to begin with?

A Yes.

Q How is it they sent for you instead of taking the matter up themselves?

A Well, you will have some of them in the box here and they will tellyou.

Q Have you any idea?

A Well, yes. I never went back on the boys.

Q You had been an organizer before, and they knew you would stand by them?

A Yes, and some other things.

Q You took their request to Mr. Taylor and to Mr. Whitehead?

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A Yes.

Q That was on Friday?

A No. The others went out on Monday morning.

After the Mule spinners were out a week or two the other departments commenced to be idle, because they did not have anything to work with. They commenced to be disgusted with their work, and the weavers commenced to go out, five, ten or fifteen at a time.

We had a hall on St. Catherine Street, and they began to come in there. On Monday or Tuesday morning they all went out of the mill.

Q That would be the first of March?

A No. Mr. Taylor was notified. The list was presented to him, and he knew the strike was coming. He told Mr. Julien " If they are not satisfied they can go out and stay out".

Q When you presented this price list, did you tell Mr. Taylor that there would be a strike, if the Company did not concede those prices?

A No.

Q What did you say?

A I just told him that they wanted those prices.

Q And, his reply was?

A That they could not pay any more.

That was the first strike.

Q You reported that conversation to the men?

A Yes.

Q How soon after that did they go out onstrike?

A I think it was the next morning?

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Q So that the whole thingtook about twenty four hours?

A Yes sir. They went out the next morning.

Q The first strike was precipitated in twenty four hours?

A About that.

Q Do you think that if you had a communication in writing with the Company, it might have helped things out?

A Well, we might have done so, and there might not have been any strike.

Q How longdid that strike last?

A Well, the mule spinners were out, I think, four or five weeks.

Q And, the others would be out about three or four weeks?

A They only stayed out a week.

They went out on the first of May, and I think thyy went to back to work on the next Monday.

Q Had they presented their list in the meantime?

A Yes, during the week we presented our price list to Mr. Taylor.

Q What sort of satisfaction did you get?

A Ten per cent increase all around.

Q That week?

A Yes. Mr. Taylor came up to the Meeting , and Mr. White head came to the meeting of the Textile Workers and in some cases made them understand that the prices asked for were a little too high. In some other cases they explained that it was too low.

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and the thing was evened up and they went back to work the next Monday morning' Every one of them went back to work

Q At an average increase of ten per cent?

A Yes

Q Did the mule spinners get the increase?

A More than that. They got about eighteen per cent I think

Q So that the strike did some good?

A we called it a 10 per cent increase all round. As a matter of fact it was a little more than that.

Q Then, after this strike had worked out so successfully you decided to form a union. Is that it?

A Yes, we decided to join the United Textile Workers of America right after that.

We sent money for our charter, and we formed local in Hochelaga. We formed 14 locals altogether.

Q was Hochelaga the only mill accepted?

A Hochelaga and St Anns.

Q You consider Hochelaga and St Ann's as one mill?

A That would make the number of employees more numerous.

Q What is the number of employees at Hochelaga and st Ann's?

A I would call it 1250 in both mmills

Q According to the statement filed by Mr Gordon it would be nearer 1500 now?

A Well it might be

Q were the employees at st Ann's also increased?

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A The same thing

Q Had there been any increases in wages before that?

A General increases? Never, that I knew of

Q How long have you knowledge of the conditions here?

A Well, if I can believe the statements of the men who have been working in the mill for 25 years there was never a general increase before that.

Q This was the first general increase that ever came?

A The first general incease yes. There was never a general increase in the Hochelaga mill for the last 25 years.

Q What gave the mule spinners the idea that they could get an increase at that time if they had not got one for 25 years?

A It was not the first time that they had struck When I was workim in the mill they had another little strike.

Q When was that?

A A couple of years before the one I mentioned. They were not organized at the time, and they did not know how to handle it, and four or five of them lost their jobs

Q When was that?

A It must have been in 1904. There was one among the loom fixers in the same year, in the Hochelaga mil

Q That is the strike you spoke of as having taken

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place among the mule spinners?

A yes

Q now, let us take the strikes from 1900?

A There was one in 1904

Q Were there any strikes between 1900 and 1904?

A There was a big strike in Magog, The time they had the militia out.

Q I understand that there was one in Valleyfield too?

A Yes, they had one in Valleyfield.

Q Do you remember the date of the Magog strike?

A No, but we could get at it easily enough.

Q In 1904 there was a small strike of the mule spinners at Hochelaga?

A yes

Q About how many would be concerned in that strike?

A About 20.

Q Did it tie up the mill?

A No. They were whipped into line before they had a chance to tie up anything.

Q Do you know how long they were out?

A Five days.

Q About about five of them lost their jobs?

A Five or six.

Q And then they went back to work?

A yes; the same thing applied to the loom fixers

Q Was that in the spring or in the fall?

A That was in the fall.

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Q I understand the mule spinners strike was in the spring?

A About the summer. Strikes are something like small pox you know. Five or six of the loom fixers lost their jobs and the thing was over.

Q And they were out five or six days?

A I guess they were only out two days. Some of them were out, not all.

Q Thay did not tie up things?

A No.

Q Did you have anything to do with the getting up of those strikes?

A No. I was working in the mill at the time

Q What department were you in?

A I was clerking for the superintendent.

Q The men did not consult you?

A No.

Q They would not be apt to if you were clerking. What I mean by that is, the clerks are supposed to stand in with the chief bosses and superintendents

A Some of them do, and some of them do not. It depends on their ways of thinking.

Q Then, there were those two little strikes in 1904. Apart from that were there any other strikes in 1904 in the cotton mills of Quebec?

A No.

I believe it was in 1904 that that strike occurred in Magog. I am not sure of the date, but I could get it for you.

They had a strike in Valleyfield every

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year for the past few years.

Q You do not recall any strikes as having taken place in 1905?

A No.

Q And, in 1906 there was the strike you speak of in April?

A Yes

Q And, that affected Hochelaga and St Ann's?

A Yes, and the other mill at St Henry. We arranged with them to strike, and they had the same increase as the others.

Q And it was during the time that this strike was on that the idea was conceived to form a union to be part of the United Textile Workers of America?

A Yes

Q You thought if you be onged to some large association, in the event of more trouble you would have more protection?

A Yes

Q And, the idea of forming the union was the protection which comes from solidarity of interests?

A Yes

Q And, y u affiliated yourself with the United Textile Workers of America?

A yes. We thought of the United Textile Workers of America. They were cotton workers, or textile workers, and we thought that by belonging to them it might be a benefit to us.

Q Did they send an organizer here?

A no, I did the organizing.

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Q Did you go to the States to interview any of the head officers,

A After they were or anized

Q Did you go before they were organized?

A No.

Q Did you correspond with them?

A I corresponded with them.

Q Do you remember where the headquarters of the Textile Workers is?

A At Fall River

Q And you wrote to them?

A I wrote to them saying that the textile workers here wanted to be organized, and asking them what ~~thandithons~~ would be, and they s ent us the conditions and we organized.

Q Did they appoint you formally as their organizer

A No.

Q Did you receive any pay for organizing?

A Four months after, I received $5 for each local I organized.

Q Did you receive that at the time you prganized?

A No. I wrote for it. At the time I did the organizing I did not know that they paid anything for organizing.

We went on strike at Magog, and I found out that they paid something for organizing, so I wrote to them saying: "if you pay anyhhing for organizing now is the time to s end it."

Q $5 is not much to pay for organizing each local?

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A No. I did not do it for the money.

Q Is $5 all they pay?

A That is all. Some of the other organizations pay more.

Q What is the total membership of this American organization?

A About 14,000.

Q In the United States and Canada?

A Yes

Q When did you first organize the first union in the United Textile workers of America?

A In June

Q June 1906?

A Yes

Q And you formed locals at St Ann's, Hochelaga and St Henry?

A yes

Q How many members did you get?

A Well, to start with it was not very healthy but they jumped right up, and came right in in about six weeks. In about six weeks we had about two thirds of the textile workers of Montreal as members

Q What admission fee did they charge?

A Some locals charged 50 cents to join, but the majority did not charge anything.

Q How much did they get out of it?

A Well, the increase of wages when they could get it

Q But how did they get anything to run the union on? They had to have something to carry on the

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business of the union.

A The members were paying 5 cents a week.

Q Supposing a member wished to withdraw from the organization, did he have to pay anything?

A No.

Q Supposing he did not pay his dues?

A He was suspended

Q Did he have to pay a fine?

A No, we never fined anyone.

Q I am now speaking of the United Textile Workers of America?

A Well, we were paying to the United Textile of America a per capita tax of six or eight cents. It was 15 cents every three months. Their by-laws are that we have to send them 15 cents every three months for each member in good standing. We never sent them anything because we were not long enough with them to send them anything.

Q Have you a copy of their by-laws?

A yes

Q Will you please file it?

A Yes, I have no objection.

Q What did they give you in return for this per capita tax?

A Well they guaranteed a strike benefit, but they did not mention any amount.

Q They have to sanction a strike?

A Yes

Q A local cannot declare a strike of its own accord/

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A No.

Q On the other hand, could they declare a strike if the local objected?

A No.

Q If the United Textile Workers of America decided that it was in the interest of their members to close down all the mills in Canada and the United States tp which their members belonged .....

A That is exactly the reason we did not stay with them.

Q Could they do it?

A I wsuppose they could.

Q And, you thought because they had that power it was better for you to form a strictly Canadian union?

A yes, and withdraw from them altogether. That was the idea of all the textile workers.

Q Are you sure they had that power?

A Well, I understood it that way, - what they called a strike of sympathy.

Q You think they had the power to force a sympathetic strike?

A yes

Q Some international unions have not?

A well I think according to their by laws they have that power?

Q That would appear by the by laws?

A Yes

Q You thought that the competition of the mills in the Unite States with the mills in Canada might

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some time lead to a conflict of interests?

A Yes, and of course if we belonged to this American organization we would be governed by them. This of course is two years ago.

If we had belonged to the American organization we could not do what we did two years ago when we went to Ottawa asking for an increase of tariff. We could not do this because we were working against them by asking for more tariff.

Q You were working against what would have been your own association on the other side of the line?

A yes that is it.

Q You felt that if you belonged to the international association, that anything which might affect the conditions of the trade in this countr adversely, would not be loyal to your entire membership?

A yes

Q How long were those locals formed before you had any trouble, or another strike?

A we did not have any strike in Montreal since that strike in 1906 until last May, when this reduction of ten per cent was put into effect.

We had a little strike in Hochelaga, but that was a matter connected with one of the second bosses

Q You also had some trouble in Magog?

WITNESS: In 1906?

THE COMMISSIONER: Yes?

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A That was the same year as we had the strike here That was in July.

Q These locals were formed during the month of June 1906?

A yes

Q Was it not during June 1906 that they had this trouble at Magog?

A yes sir.

Q Did the trouble at Magog take place before the Union was formed, or after.

A The local was not formed at that time.

Q This little trouble that you speak of in Hochelaga in connection with one of the bosses was in the month of June 1906?

A No, that was in April.

Q April 1907?

A No, last April. April 1908.

Q What occasioned this trouble at Magog?

A Well, the people commenced to speak about forming a labour organization in Magog and it was spread around the mill a good deal. Mr Whitehead who was superintendent and general manager of the mill at the time had all the people working in the mill to sign an agreement that they would not belong to any organization. About 250 or 300 people refused to sign any contract of this kind.

Q How many are there in the mill at Magog?

A / In the grey mill there are about eight hundred

Q According to the statement filed by Mr Gordon there would be 548 in the mill and 377 in the

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print works?

A I guess that would be about right.

Mr Whitehead wanted them to sign those contracts and they refused to sign them, and when they refused to sign them they had to stay away from the mill altogether.

Q He learned that there was going to be a union formed?

A Yes

Q Did he know it was this international?

A No, I dont think he knew what it was

Q He heard that a union was going to be formed and he called in some of the employees and asked them to sign a contract stating that they would not join the organization?

A He called every one of them. I remember I was up at Magog, and theyw ere locked in the mill and could not get out unless they signed those contracts.

Q Do I understand you to say that he locked the door and kept them there in order to get them to si n?

A yes. They had to sign or lose their jobs.

Q How many of them refused to sign?

A When I reached Magog there were about 300 of them who were not working.

I got there on the 2nd of July and there was a strike on the Monday morning and they all kept away from work. The ones that were out had to keep away from the mill, and the ones who were in the

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mill did the same. I am now referring to the cotton mill. The employees of the cotton mill stayed out. Of course there might have been 25 or 30 of them who went back to work. This was Monday or Tuesday.

On Wednesday morning the printing room stayed away from work. Outside of the finishing department there might have been 75 who stayed at work. They stayed away from work for two weeks.

Then, in Magog they said' "We cannot get along alone. What is the matter with stopping the mule spinners in Montreal?" I telephoned to Mr Mole and explained the situation to him as it was Well, Mr Mole did not want to listen to us at that time, and the mule spinners went out. They stayed out four or five days.

Q At Montreal?

A Yes. They did not affect the mill because they had filling ahead

Q What mills were these?

A Hochelaga and St Henry.

Q What about the other one?

A St Ann's? There are no mule spinners there. They stayed our 3 or 4 days I guess. On the Wednesday of the third week of the strike arrangements were completed between the company and the workers and all the men were put back to their old work, and they received an increase of, on an average I might say, of about eight per cent. Every man went back to his old job

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Q Was this in Hochelaga as well?

A No, Hochelaga did not take part.

Q Just Magog?

A No. The mule spinners went back Thursday or Friday.

Q Let me understand you now. About the 2nd of July 300 men went out in Magog?

A When we reached Magog there were 300 men locked out by the company.

Q Because they would not sign the contract?

A Exactly. On the 2nd of July the rest of the men went out. This would be the 2nd or 3rd. I know it was a Monday morning The rest of them went out to help out those 300 who were already locked out

Q That is, the 300 who would not sign?

A Exactly. They went out with the intention of getting those people back into the mill After staying out a week, they said "Now, seeing that we are out, we might as well ask for an increase and we will get it, and if we dont get it we will stay out for something any way"

They stayed out for two weeks and a half and they had an increase of from eight to ten per cent, and everybody was put back to his old job.

Q The whole 300 went back?

A Yes

Q At an increase of 8 per cent?

A Yes, everyone went back to his old position. Not one was kept out.

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Q Were they allowed to join the union after that?

A yes; they were not interfered with in any

wy or form.

Q Then, was this union formed after they went

back?

A yes

Q With how many members?

A We have 800 members

Q I am speaking of the local of the United Tes-

tile workers

A We had 14 locals altogether.

Q How many members had you in the local at

Hochelaga?

A We were not very strong at that time, because

there were lots of objections raised. It was in July

and we organized our federation in September, so we

did not have much time to see what we could do.

Q Was Magog the first union that was organized

in the Federation?

A no, it was Montreal. It was all about the

same time. In Montreal it was organized in June, and

in Magog it was organized in July.

Q 14 locals altogether?

A Yes

Q Where were the others?

A Well, in Montreal here we had the loom fixers

and the other departments. The weavers had their local

The finishers had their local.

Q Did they all get charters from the international?

A yes, 14 of them

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Q Did you ever amalgamate into one?

A Since we organized into the federated we have

Q But with the International?

A No.

Q The first ones were formed about July 1906?

A In June

Q When did you give up this United Textile Workers Association?

A After staying two and a half weeks in Magog I went to Fall River to interview the authorities of the United Textile Workers, and I stayed there about a week or a week and a half, and when I came back I told them the result of my investigations at Fall River, and advised them that I thought it would be better to form a Canadian organization. I told them that they were not very strong in the States, and we reorganized in September.

Q So that your association with the International lasted about three months?

A That is all.

Q During which time you had 14 locals?

A Yes

Q And your trip to the United States convinced you that on the whole it was not in the interest of the Canadian workers to belong to the International organization?

A yes; there were two reasons for that, one was that the interests of Canada were not the interests of the United States in regard to the cotton

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industry. The second reason was that out of half a million textile workers in the United States the American union only had a membership of fourteen thousand. Then again, all the by-laws were in English and all the business of the Association was carried on in English, and it was not very convenient for us, because there are not many of us who can speak English. For all these reasons we thought itwould be to our benefit and the benefit of all concerned, that we should have a Canadian organization.

Q Who thought of your going to the States?

A I did.

Q When you came back, you told them that you considered it advisable to form a Canadian Union?

A Yes

Q Did you call a mass meeting?

A Yes

Q What position did you take in connection with the International union?

A It is pretty hard to tell. I dont think I had a position of any kind.

Q Well, you certainly had something to do with it.

A No. To tell the truth I did not have any official position. The whole thing lasted so short it was only a matter of a few months.

Q Is there any union in the cotton industry today in Canada connected with any United States organization?

A Well, the mule spinners are part of the old Mule Spinners organization of New Bedford. They pay

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their per capita tax.

Q When was this organization formed?

WITNESS: The United States organization?

THE COMMISSIONER: No, the one you speak of here?

A I believe they joined last summer. Some of our mule spinners belong to the American organization. Some others do not.

In Magog they do not belong, but in St Henry they belong to it.

Q Now, take this lot of locals which were formed in 1906, after your trip to the States they all went out of business?

A yes

Q Did you keep all the charters?

A No, we kept one or two.

Q As souvenirs?

A yes

Q And they cut off all connection with the United States at that time?

A Yes, all connection of every kind.

Q Then; the locals were connected with the United States, but they formed their own organization afterwards?

A yes

Q A different organization altogether?

A Yes

Q So, the National association lasted about as lon as the International association?

A Yes

Q They were each three month affairs?

A Yes

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Q And, the only strike during the period of the International was this strike at Magog which you speak of?

A That is right, and they were not connected at the time.

Q Were there any strikes during the time you were connected with them?

A No. All the trouble we had was during the month of May, and we only organized about a month afterwards.

Q You had no chance of putting them to the test.

A No.

Q What did they think of your joining and then getting out? Did they like it?

A They wrote back to us and told us that they believed it was in our interests to be a national body They wrote and told us they thought it was a good thing.

Q Then in September 1906 you decided to separate from the International and you got up a new organization?

A yes

Q That was to be known as the Federation of Textile Workers of Canada?

A yes

Q Who suggested that name? Did you think of it?

A yes, I suppose I did.

Q What was the object of the Federation of Textile workers?

A Well, we have it in our by-laws. It was to

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protect ourselves, and the textile workers.

Q Exhibit No. 2 is the constitution of the Federation of Textile Wrkers?

A yes, that is the 2nd edition.

Q When was the first one printed?

A In December 1906.

Q When was the mass meeting held to form this organization?

A In September

Q And it was decided then.....

A (Interruptin) To form an organization. We commenced to form the mule spinners. That is local number one. Then all the other locals came in one after the other.

Q Does the preamble of the constitution descrube the objects of the federation?

A yes

Q The preamble reads as follows: "We believe it is prudent for all the employees of the textile industry in the Dominion of Canada to combine and form one large association having for its aim the better mutual protection of their interests against the adverse combinations of capital. Experience in the past obliges us to note that lack of interest supported by certain unions, when they are isolated one from the other, is not as valuable as if they are all together. The grasping means used by the capitalists in their efforts to subject the worker compel us to unite in order that we may obtain a reasonable wage for our work."

A yes, that is the usual form.

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Q In the latter part, called the "Aims of the organization" I find that one of the aims of the organization is to maintian the scale of prices, etc. ?

A Yes

Q And, to protect the members of the organization against injustice, and to instruct them by honest means in the weaving business. What means do you take to instruct them ?

A It is to educate them to be men and women, and to do what is right

Q This Federation was formed in September nineteen hundred and six ?

A Yes

Q And, is composed of local unions ?

A Yes, sir

Q Then, there is one principal union ?

A Well, we have the Council

Q Which controls the locals ?

A All the locals, yes

Q How many locals have you ?

A We have eighteen

Q Can you furnish me with a list of the localities where they are situated ?

A Yes, I will give you that information to morrow. I will give you a complete list

Q Can you also give me a list showing the membership of the different locals of the Union ?

A Well, I am willing to furnish you with that information, as Commissioner, but I do not think it would

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be right to publish the figures at large

Q I do not wish to embarrass any organization, or any person as to a matter which they think should not be disclosed. On the other hand in an enquiry of this kind it is necessary to get all the facts possible before us. I think if any of the parties felt that it was necessary to have the number of members in those different localities, it would be necessary to furnish the information. It may turn out later on that it is necessary to have this information,but, if you wish I will treat the information as confidential , and will not disclose it to any person unless a special request is made to have the information disclosed.

WITNESS Then, under those circumstances I think it will be all right

Q Of course, you understand that before a Royal Commissioner there is absolutely nothing that can be kept secret. The Commission has the right to call for the production of any books or documents, or to compel testimony on any points which may be materal to the enquiry, and neither the employees nor the Companies have any right to conceal any facts which may have a bearing on the case.

A Yes, I know that perfectly well, but we do not care to have our figures made public at this time

Q You will let me have a statement of the total membership, as well as the other statement we spoke of?

A Yes.

Q Were all those Locals formed at the same time?

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A No, we organized Montreal first, then we organized Magog, then we organized Montmorency, then we organized Valleyfield.

It happens very often that sometimes we organize one local, and then a couple of months afterwards we organize another local One department will get organized, and two or three months afterwards another department will want to be organized.

Q When you organize these different departments do you make a separate local of each department?

A No, we take it like this.

We take the different departments where they make the cloth, and call that a local Now, we have Locals formed in what we call the yard men. These are men who work outside of the cotton mill. They might be machinists, or they might be common laborers.

We have other locals which are composed of only people working in the finishing department.

When one department is not in contact with another, then we do not give them a charter, but if they are in contact we try to bunch them up into one organization.

Q Do you publish any reports of the Textile workers Union?

A Well, we had a newspaper which was published until last January. We used to publish it at the end of the month.

Q That was the Official Organ of the Union?

A Yes.

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Q Were you the editor?

A No.

A It was done in collaboration.

Q Have you a file of that paper?

A Yes sir.

Q Can you let me have it?

A Yes I can.

Q What is the name of that paper?

A "La Filâeur"

Q What happened to it?

A Well, we were getting a little poor, and we thought that it was very expensive and we thought we might drop the paper for a little while.

Q When was the last number published?

A In December.

Q December of last year?

A Yes.

Q And, when was the first number published?

A Eight months before that.

Q When did you say the paper went out of existence?

A Last December.

Q After publishing about eight numbers?

A Yes, about that.

Q This paper was devoted to the interests of the Federation?

A To the interests of the Textile workers only.

Q Do you publish any annual reports, or quarterly reports or anything of that kind?

A Only the report published by the Secretary of the Organization. The report presented to the

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Convention.

As a matter of fact we only had one general Convention since the foundation of the Society.

Q When was that Convention?

A Last November.

Q Just about a year after you had formed?

A Yes, a year and two month. We thought of September, but we came to the conclusion that we would put it off until November.

Q When are you going to have another meeting?

A In September.

Q Is the Federation affiliated with any other organizations.

A No sir, not of any kind.

Q Not affiliated with the Dominion Trades and Labor Congress, or the National Trades and Labor Congress?

A No.

Q Or the American Federation of Labor?

A No.

Q It is just a self supporting group?

A Yes sir.

Q Do you think it is better policy to keep yourselves that way?

A Yes , I do; because, we have enough trouble of our own at Montreal without being bothered with anybody else's troubles.

Q When you have an organization which is composed only of men they may have a special system of dealing with their difficulty, but, take an organization like ours, where we have men, women and children,

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and having a newply orgnized Association, there is aaways some new trouble cropping up every day.

Q I suppose the troubles are not confined to your dealings with the employers? Do you have any local troubles within the ranks at all?

A Well, we had them since the last Secretary resigned.

Q When was that?

A That was when we had this ~~neck~~ special Convention.

Q In November?

A No, we had a special Convention after that. It was in April, I think.

Q April of this year?

A Yes. We had a special meeting of the delegates of all the locals. We never had any local trouble before that.

Q What was the occasion of that special Meeting?

A It was in regard to reorganizing. Before the last Convention all the funds were going into one fund, and that was the Council. The members commenced to object, and they thought it was better to inaugurate a system of Capita tax, so much a month, for each member. Some of the members were for this, and some thought otherwise.

We decided at the last Convention to pay a Capita tax of five cents for each member each month. Then, in March, we commenced to find out that five cents for each member was not enough to pay the running expenses of the Council, and to organize at the same time. So, we called a special Convention

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to see if the Capita tax could not be raised to eight cents. That was why we had this Special Meeting. We thought that the Capita tax, instead of being five cents a month, ought to be eight cents.

Q The Federation was formed in September 1906?

A Yes.

Q Under that system you had an executive council?

A Yes.

Q Of what was that Executive Council composed?

A The President, the Treasurer and the Vice President of each District.

Q What do you mean by each District? Each Local?

A No, A district is composed of so many locals.

In Montreal we have two districts. We have District No. 1, which is composed of the locals in the west end of the City, and district No. 2 , which is composed of the Locals in the east end.

In Magog we have a district for itself.

Q Is Valleyfield another District?

A Yes, Valleyfield is another district.

Montmorency is another district.

Q How do you fix on a district?

A Well, you may say that a City is a district, when it is not to o large.

In Magog, for instance, we have one mill, four locals, and one district.

Q Do all those locals choose officers?

A Yes.

Q The system of organization is, first, you have the local, and they choose their own officers,

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Paquette

President, Vice President, Secretary Treasurer and Committee?

A Yes.

Q And, these several locals elect certain representatives for the district on the Council?

A Yes.

Q Do you call it a district Council?

A Yes.

Q What officers are chosen to be the members of the district council?

A Well, they have representation on our Executive Council as Vice Presidents. They have a President, a Secretary and a Committee.

Q Do the locals in choosing this district Council appoint, ex officio, their President, as a member of the district council, or do they appoint a special man?

A They can appoint any one.

They can appoint the President of their own Local; only to form a district there must be more than one local.

Q And, those district officers become Vice Presidents?

A No, they elect one Vice President, and this Vice President is a member of the Executive Council.

Q Now, who was the first President of the Federation?

A Myself.

Q And, who is the President at the present time?

A Emile Oulette, of St. Hyacinthe.

Q Has there ever been any other President?

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A Yes, there was one elected between myself and Mr. Oulette.

Q Who was he?

A Antonio Gignac.

Q You were elected in September 1906?

A Yes.

Q When was Mr. Gignac elected?

A At that special Convention in April.

Q April of this year.

A Yes. When I resigned as President.

Q When you resigned Mr. Gignac was elected as President?

A Yes, and I was appointed General Secretary.

Q Did this Federation of 1907 have an election of Officers?

A Yes.

Q And, you were elected President?

A Yes.

Q And, you resigned as President at this Special Convention in April?

A Yes, and Mr. Gignac was elected as President. I was elected as General Secretary.

Q Now, I understood you to say that Mr. Ouelette was elected President?

A Yes.

Q When was he elected ?

A In June.

Q June of this year?

A Yes.

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Paquette

Q Mr. Gignac did not have a very long term?

A Well, he claims to be President yet. That is where the dissention comes in.

Q Do you mean to say that you have dissention in this Organization?

A Yes, since the last trouble we had with the Cotton Company.

Q That is already this year?

A Yes'

Q And, as a result of that dissention Mr. Gignac regards himself as being still President, but others do not?

A That is it exactly. Dthers do not.

Q What does Mr. Ouelette think abdut it?

A Well, he is President.

Q Is he in the City?

A No, he is in St. Hyacinthe.

Q Who was the first General Secrrtary?

A A Fellow by the name of Victor Desparois.

Q What happened to him?

A Well, he was not fit for the place, and he was dischared.

Q Did the Executive Council dischare him?

A Yes.

Q When was he discharged?

A In November 1906.

Q What is he doing now?

A He is working in the Cotton mill.

He is Secretary of this new "Union Amicale".

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Q Did he leave the Federation of Textile Workers when he was discharged from Office?

A Yes.

Q Severed his connection with them altogeth r?

A Yes.

Q Why did the Council discharge him? What did they have against him?

A Well, he was not fit to be Secretary. He had no education.

Q Was it on account of incompetency?

A Yes.

Q Just inefficiency?

A Yes.

Q Nothing more serious than that? Was there any serious charge made against him apart from that?

A Well, We never made any charges.

His books were pretty well mixed up, but we thought we might as well let him go as it was.

Q He did not show great efficiency in keeping the books?

A No.

Q Who succeeded him?

A Mr. L. E. Girard.

Q As General Secretary?

A Yes.

Q Did he continue in Office until April?

A Yes.

Q And, he was dropped then?

A Ye s sir.

Q He does not think he is Gener al Secretary now?

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A No.

Q Why did he resign?

A Well, there was a little dissention, and somebody in the Convention told him a few hot things, and he jumped right up in the air and said "Gentlemen I resign". His resignation was immediately accepted.

Q Is he a member of the Textile Workers Union now?

A No. We dont want him.

Q He has severed his connection with the body altogether?

A Yes.

Q Has he joined this Friendly Society too?

A Yes. He is the General organizer, - at least he was but I see by the newspapers that he has resigned a couple of days ago.

Q This Friendly Society seems to have grown out of a sort of unfriendly attitude in the other Organization?

A It was created for a purpose, and I guess their purpose was attained.

Q What was their purpose?

A To break up the Federation of Textile workers.

Q You think the Friendly Society was formed for that purpose? To break up the Textile Workers?

A Yes.

Q Who was at the bottom of a design of that sort?

A Well, there was everything in it.

As I said before it was funny to me, and to all the members, that a labor organizer should be

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able to go into a mill at any time of the day, and organize a labor organization. Personally I have been very friendly with the authorities of the Dominion Textile Company, but I do not think they would give me a change to go into the mill and organize a labor union.

The watchman let this man go through at any time of the day, and let him work up the organization at any time during the day, and he was allowed to intimidate people, saying that if they did not join this Organization they would lose their jobs.

Q Your idea then, (if I understand your insinuation rightly) is that the Company is at the bottom of this?

A No, not the Company.

Q Well, apparently the Company's officers ~~were~~ are the people who are allowing this new Organization to be formed?

A Not the Company.

Q By the Company you mean the President, the Vice President, and the other high Officials. I understand you to say that they have nothing to do with it?

A Exactly.

Q But, you think that it is some of the subordinate officials?

A Yes.

Q Superintendents and bosses?

A Yes, and overseers, in some of the mills.

Q You think they are desirous of breaking up this Organization of the Textile Workers, and that they

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have succeeded in enlisting the services of Mr. Girard and Mr. Gignac?

A No, not Mr. Gignac. Mr. Gignac is not with Mr. Girard.

Q Well, just Mr. Girard?

A Yes.

Q They have influenced Mr. Girard to form this friendly Union?

A Yes. Mr. Desparois is Secretary, but he is not very dangerous. Mr. Gerard is the dangerous man.

Q Are there any other men in this friendly organization?

A Well, the overseers and bosses of the mill are in the Organization.

Q Do you think the Company looks with favor on its overseers and bosses being members of a Union with which the men who are employed in the mill are connected? You need not be afraid to speak out exactly what you think, Mr. Paquette?

A Well, I always believed that the owners of a Company of that size, if they wanted to stop this conspiracy- because it is a conspiracy and nothing more - it would have been an easy matter for them to do it, if they wanted to.

I wrote to Mr. Mole and told him how it was, and it was the same old story, as it has always been in the past.

They have even gone further than that. They told people who were sacrificed during the last strike because they were members of the Union, that to get

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back their old jobs they had to join this new organiza tion -- in order to get back to work again.

Q That is what some of the bosses told some of the former employees

A Yes

Q Do you think you could get any of the employees to come here and give me evidence to that effect?

A yes sir, evidende to that effect will be made here

Q Now Mr Paquette I would like to get just what your idea is as to the relations existing between the company and this new union. As I understand it, you think that the heads of the company, the vice-presidet the managing director (Mr Mole) are quite friendly to the Federation of Textile Workers?

A Well, they always showed it until last May.

Q And, since last May they have not been?

A They always showed it before that. There was always a way of getting around the trouble when there was trouble of any kind, because we were always willing to give in in any way we could. They were always willing to use us as we ought to be used.

I have had different dealings with them - not only myself personally, but lots of other members of the association and we have always had fair play but since last May it got to be a pretty complicated combination, and everything dropped right there. The rule was "ten per cent reduction, and if you are not satisfied, we will close down our mills. We cannot produce enough goods to keep our mills running, and

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if you are not satisfied, get out."

Q You say there was a pretty complete combination? What was the object of that combination? Do you think it was to bring about a reduction of wages at that particular time, and to break up the Textile Wokers union?

A b My Personal idea is that it was

Q That is exactly one of the things I want to know?

A Well, that is my idea.

Q What makes you think that?

A Well there is this.....

Q You say that up to May of this year, the company always dealt in a friendly way with the Federation of Textile Workers?

A Yes

Q Then in the month of May the company refused to deal with the Textile Workers?

A Yes

Q By refusing to deal with the Textile Workers do you mean to say that they refused to deal with you or with any of the officers?

A It was spread a good deal around the city of Montreal that they refused to deal with me. Well, I said there might be something in that, and I dont want to impose myself on them, so we will appoint somebody else to go and meet the company", and somebody else did go to the company.

Q Who went?

A Mr Gignac, and Mr Parent. They went and saw the

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company, and talked the matter over with them but they did not get any promise of any kind. After we had some dealings with Mr Mole or with Mr Simpson of Valleyfield -- Mr Simpson is the manager of another company at Valleyfield -- Mr Simpson would consult with with Mr Mole. We have proof of this, which we can show at any time, although it is not the same company

Q You have an idea that the company of which Mr Simpson is managing director, which is the Montreal Cotton Company, and the Dominion Textile Company have a combination between themselves?

A Yes sir

Q Do you think any other cotton companies are in that combination?

A I dont know, because the federation is not interested in any other company.

Q Just those two?

A Just those two.

Q As far as you know those companies had no interest in common? I mean to say they are carrying on the same business, but they are not a combination sharing dividends?

A Well, I suppose that may be. It is possible people who hold shares in one company might be share holders in another. They do not always pull together.

Q But, when it comes to the Textile Workers, you think they are united as an organization of employers?

A The reduction notice was posted on the same morning. It was the same kind of notice. It seems to me as if it came from the same typewriter.

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I saw the notices that were posted up in Montreal and the notices that were posted up in Valleyfield. These were notices put by the two different companies on the same day.

Q Your impression is that they united together as an association of employers (you may call them that whether they had any constitution or not) -- an informal association of employers, for the purpose of helping to break up the federation of Textile workers?

A That is the idea. When the people in Valleyfield were on strike against the reduction of ten per cent the Montreal Cotton Company was putting out a report that they were paying eight per cent dividends, yet the employees were out on strike against a reduction of ten per cent in their wages.

Q The Montreal Cotton Company, which is the company owning the Valleyfield mills stated in their report that they were making eight per cent.

A Yes, and the employees were out on strike against a reduction of ten per cent in their wages.

Here in Montreal the Dominion Textile Company was publishing a report of an interview with Mr Gordon saying how everything was going on nicely, and how they were going to spend $250,000 in repairs and so on. Yet two weeks after that they announced a reduction of 10 per cent in the wages of the employees.

Q From what you tell me, I should judge that there

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might have been two purposes for the formation of this new organization: In the first place to defeat the old organization, and then to increase their own profit. Which of them do you think it was?

A Both, because they knew that the federation in disappearing would allow the wages to go down.

Q Which of them was really uppermost? Were they more anxious to increase their profits, or were they more anxious to smash the textile workers union?

A They were anxious to break us up, because they knew when there is no organization the wages go down.

Q And your idea is that as one of the means of breaking the Textile Workers Uninon up they were instrumental in starting another organization?

A Yes

Q Do you think Mr Gordon had anything to do with that?

A I dont want to judge Mr Gordon, and I do not want to say anything against him, because when I had dealings with him he always spoke and acted as a gentleman.

But, in an industry of that kind there is always somebody to do the dirty work. I do not think Mr Gordon would do it, and I do not think Mr Mole would do it, but there is somebody who did it and did it fine.

Mr Commissioner, when you find the case of all the relatives of the officers of an organization -- men who have worked in the mill for twenty or twenty five years -- walking the streets of the city

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of Montreal while others are working in their places, do you not think it is done with a purpose?

Q That is exactly what I want to find out. I want you to give me as much light as you possibly can.

When did you first learn that there was to be a reduction?

A On the 25th of April

Q How were you informed?

A Somebody came up to my house -- I live right opposite the mill. Somebody came in to me and said "Paquette did you see the notice posted up on the mill?" I said "No". He said there is to be a reduction of ten per cent enforced on the 4th of May.

Q Do you happen to have one of those posters?

A No. The notice was very short. It was simply to the effect : Employees are notified that there will be a reduction of ten per cent enforced on the 4th of May". It was only a typewritten notice

Q That notice simply stated that there would be a reduction of ten per cent in the wages of the employees commencing on the 4th of May?

A Yes

Q Did they give any reason for that reduction?

A No.

Q Do you know of the employees being informed in any other way?

A No.

Q That was the only information they had.

A That was the only information

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Q By whom was that notice signed?

A It was signed by John Taylor of the Dominion Textile Company, Hochelaga. I believe every superintendent in every mill signed the notices in his mill.

Q Was there a similar notice in Valleyfield?

A About the same thing

Q Do you know whether it was the same time?

A Yes, because I was notified by telephone that the e was a notice put up. They read it to me through the telephone. It was put up about nine o'clock in valleyfield.

Q The 25th of April was a Saturday?

A Yes

Q What would be the reason for putting up that notice on a Saturday?

A Well, they did not work on Saturday afternoon: It was understood on the 25th that the notice was going to take effect on the 4th of May. the following Monday.

Q In other words, it would appear that a nine days notice was given, although as a matter of fact there were only seven working days?

A Yes . When anybody works in a mill and wants to leave, they have to give two weeks notice.

Q What has been the custom in regard to the matter of changing the conditions between the employers and the employees?

A In cotton mills? "If you are not satisfied, get out".

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Q That has always been the rule?

A Yes. You will get it from the men who work in the mill.

Q Supposing you are not satisfied and want to get out,?

A Well, you have to serve two weeks notice.

Q You are obliged to give the company two weeks notice?

A Yes

Q Supposing you do not?

A Well, they keep your pay.

Q Are you not paid at the end of each week?

A No, at the end of two weeks, and you leave one week's pay behind.

Q One week's pay is retained?

A yes, One week's pay is retained. I have been away now from the mill for three or four years and I do not remember the conditions exactly but I know there is one or two weeks pay kept back.

Q And, if you wish to leave you have to give two weeks notice?

A yes. You cannot your back pay either if you leave without giving notice. That has been tried and it was decided that you cannot get it.

Q Do you sign a contract in which you agree to give twonweeks notice?

A Yes

Q Does that contract contain any condition about the notice which the company shall give you if they want to get rid of you?

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Paquette

A Yes, the contract reads that way.

Q I would like to see the contract,

A Well, you can get one from Mr Gordon I think.

Q On the 25th of April this notice was posted up announcing a change to take effect on the 4th of May?

A Yes

Q Had this new Friendly Union been formed on the 25th of April?

A It was formed during the first or second week of April. That was about the time it was formed.

Q Reviewing in a word the history of this pederation of Textile Workers, I think what you have said is that in September 1906 the pederation of Textile Workers was formed, that you were the first president, and that in November 1907 the annual meeting of the pederation was held?

A Yes

Q At which meeting there was a re-election of officers, and throughout that year you did not have any strike -- that is, 1907?

A Exactly.

We asked for more pay in 1907.

BY MR GORDON: There was trouble in 1907.

WITNESS: Where was it?

BY MR GORDON: We gave a ten per cent advance voluntarily, but you would not take it.

WITNESS: There was no strike.

MR GORDON: I think they were out for a day or so at Magog. You advised them not to take the ten per cent advance, but to ask for twenty. That is the time

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all the mill went out.

WITNESS: They were not out. I think there was one department that stayed out. I guess it was only a matter of the loom fixers. That is the time Mr Mole told me to go up with him.

BY THE COMMISSIONER:

Q What time of the year was that?

A That was in May 1907.

Q Do you agree that some of the men might have gone out at that time?

A It might have been, but there was no general strike of any kind ordered by anyone.

Q I suppose we could find that out from some of the employees at Magog?

A Yes

Q They would be in a position to tell us just what the trouble amounted to there?

A yes

Q So, I understand you to say that the company voluntarily offered an increase of wages in May 1907?

A In some places they did.

Q In what places?

A The mule spinners asked for more pay. They presented their price lists to Mr Mole and to the different superintendents. We went up to the office of Mr Mole. I was up there with Mr Mole myself and the strike was going to be declared at12 o'clock if they did not get their increase. Everything

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was settled about five minutes to 12.

BY MR GORDON: I think you are wrong about that. That ten per cent increase that was made at that time was made without any demand whatever at the time. It was decided probably a month or two months before I brought the matter up before the Board of Directors and told them I thought we ought to do something for the help That increase was a perfectly voluntary act on the part of the mill, and it was decided without any demand being made on the company whatever. You did not know anything about it until you saw it on the notice posted up on the gates, I think. I may be mistaken, but I think that was the way it was

WITNESS: I know that in 1907 the mule spinners asked for more pay, and the thing was settled right in Mr Mole's office. I remember it well, because we only had three minutes. I said "We may as well settle this matter before there is any trouble". And Mr Mole said "It is all right". I believe the order was given not to close the mills that the matter was settled

BY THE COMMISSIONER:

Q Do you remember any notice being put up by the company at Magog, stating that the wages would be increased?

A In Montreal they increased the wages ten per cent.

Q was any demand made on the company in that connection, or was it voluntary?

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A Well, the Federation of Textile Workers were getting their price lists made up.

We always commence in March to get our price lists ready to present in May. The increase was a little more than ten per cent, and we found that the company gave an increase of some kind -- ten per cent I think it was -- and we decided that we had better accept it, rather than have any trouble.

Q You were making up your own price lists, and while you were making them up, you found that the company decided to give you an increase?

A Yes

Q So you dropped any further consideration?

A Yes

Q That was as far as the mills in Montreal were concerned?

A Yes

Q That was a general increase?

A Yes

Q What about Magog? Did they have a similar experience there?

A They got more than ten per cent in Magog I think. They had a voluntary increase of 12½ per cent or something of that kind. Any way there was no trouble

Q What about those few mule spinners?

A They had their increase.

Q I understood you to say they went out on strike?

A (No answer)

THE COMMISSIONER: I understand your idea, Mr Gordon

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is, that there was a cessation of work?

MR GORDON: My idea was that in the spring of 1907 we decided to give a ten per cent increase in Montreal and Magog, and something less than ten per cent in the other places. We figured that in Montreal living was higher than in any of the other places, and that it had increased more than it had in the country mills, and a full ten per cent increase was to be given here and in Magog. In some departments we had to give more than ten per cent in Magog, and in some we gave less.

My recollection of the trouble is, that Mr Paquette or someone connected with the Union, advised the help not to accept the ten per cent, but that they would get more if they went out on strike

BY THE COMMISSIONER:

Q Do you remember giving any advice of that sort?

A Well, I am always against strikes. A strike is not a good affair, and furthermore there was nothing of the kind done. When the ten per cent was offered there was no strike in 1907, except the mul spinners, who asked for more.

Mr Mole will remember the thing all right because we were in his office, Mr Fafard, Mr Gosselin and myself. I said "We may as well settle this thing. All the other departments are satisfied" He said "All right".

MR MOLE: We gave considerably more than ten per cent, because they were going on strike. We gave

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them more rather than have a strike.

MR GORDON: They would not accept the ten per cent.

MR NOLL: We finally agreed to give them very much more than the ten per cent. In the case of the mule spinners, I think they got about eighteen or twenty per cent.

BY WITNESS: They got 25 per cent in the last two years. They were not earning anything before. $8 or $9 a week for a man who has to work five years learning a trade is not very much.

BY THE COMMISSIONER:

Q You say that the spinners got from 18 to 20 per cent, and the rest of the help got about 10 per cent?

A Yes.

THE COMMISSIONER: And the extra amount was given in order to avoid a strike?

MR GORDON: That is it.

WITNESS: That may be so.

MR GORDON: The point I wished to make was that we voluntarily came forward with that ten per cent advance.

We thought we might have trouble, and in order to avert it, we took the bull by the horns and gave them a ten per cent advance, thinking that we were doing a generous thing. In fact that was the way the strikers looked at it. They never thought that we would do that.

THE COMMISSIONER: It was a case where business and philanthropy worked hand in hand.

MR GORDON: Exactly. We found it did not work out just

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as we expected.

BYQTHE COMMISSIONER

Q was the Union the body that was considering this question of revising the price lists?

A Yes

Q When you were dealing with Mr Mole you were acting for the union?

A Yes, I suppose I was

Q What I am trying to get at is whether this increase was due to the organization or to some other cause? If you had no Union would you have been meeting and revising the schedule in any way

A Well, I worked in the mill for two and a half years at Hochelaga, and I was with Mr Mole who was then general manager of the mill, and I never heard of a general increase before the federation was formed. If I can take the statements of men who have been working in Montreal and in Hochelaga for twenty years, there might have been exceptional increases here and there, but no general increase.

Q 1907 passed without any strike, but with a threatened strike, and this increase?

A Yes

Q That brings us down to the present year?

A Yes

Q And in the beginning of the present year, the federation was again revising the schedule?

A Yes, we commenced at it last March.

Q When was it that you first learned that a new

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Union was being formed?

A In April.

Q About what time in April.

A About the second week of April

Q You learned there was a new organization being formed?

A Yes

Q When did you have the special meeting of the Federation about which you spoke? That was in April too?

A Yes, the first week in April

Q And that was the time Mr Gignac was xxx elected President?

A Yes

Q And Mr Girard resigned as secretary?

A Yes

Q Was it in the first week of April that Mr Gignac succeeded you as President?

A Yes

Q The process was, Mr Girard resigned as general secretary and you succeeded him, and Mr Gignac succeeded you as General President, and this was the first week in April at a special meeting of all the locals of the federation?

A Yes

Q Who called that special meeting?

A I did

Q With whose authority?

A The authority of the Council.

Q The Council decided on having a special meeting?

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Q Yes

Q Were notices sent out to the different locals?

A Yes

Q When were they sent?

A The secretary wrote to all the locals and published a notice in the papers, and there were delegates there from all thenlocals. There were twenty six delegates there.

Q How long a notice did they have?

A Two weeks.

Q Is it according to the constitution that you called this special meeting. Can you call special meetings according to the constitution?

A Yes

Q This was a meeting specially called?

A To deal with the clerical affairs of the organization.

Q And you think it was entirely in accordance with the constitution and was regular in every way -- sufficient notice given to all the parties, and delegates were there, and everything was regular.

A Yes

Q And it was at the special meeting called in this way that Mr Girard resigned as General secretary on account of something that was said?

A Yes

Q was it something that reflected on him?

A Yes

Q He resigned his position as general secretary

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and a week after that you heard that he was organizing a new Union?

A That he was organizing something else amongst the workers at Hochelaga.

Q Do you think that Mr Girard was annoyed at what happened at that special meeting?

A Yes

Q Do you think he had any personal feeling towards any of the members of the Textile Workers Union?

A Yes

Q Do you think that one of the reasons why he started to get up this new organization was as a means of revenging himself.

A That was one of the reasons I think.

Q What were the other reasons?

A Well, the man was not working, and he wanted to make a dollar or two, and he commenced to have some special meetings with Mr Taylor in his office and they get very friendly and we met them on the street and they were very friendly. The outcome of the whole thing was this organization he started.

Q Do you think that Mr Girard started in to make money for himself?

A Not in any dishonest way.

Q But, he had nothing to do, and he wanted to get something.

A That and something else. Of course he wanted to get square with us because he had resigned. Then he fell into somebody's hands who handled him pretty

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well

Q Do you think Mr Taylor gave him any money?

A I dont know. I dont think so.

Q How was he going to make his money as an organizer

A Well by the members paying their contributions every month. He thought he might have a salary.

Q Did he get it.

A I dont think he got it. I dont think they ever had enough money to pay anybody. They did not pay for their hall any way.

Q What is Mr Girard doing now?

A I think he is organizing one of these lotteries -- drawing a lot every month.

Q Had he been employed in the mill before that?

A He worked two and a half years for a dollar a day. He was a cloth inspector.

Q At the time he was secretary of the Textile Workers Union was he working?

A When they had this strike in Magog he was working in the mill for a dollar a day. During the strike he worked all the time while the employees were out on strike. He stayed in the mill.

Of course when the employees went back to their old jobs he had to get out, well, he came to me and commenced getting down on his knees and asked me to protect him, and I gave him a job as secretary of The Textile Workers.

Q How much did he get as salary?

A He commenced at $8 a week and when he left he

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was getting $65 a month.

Q How much did you get?

A Nothing

Q Nothing for organizing?

A Nothing.

Q All your services have been given to the federation?

A They paid me five months at $50 a month -- my expenses

Q was that a salary?

A No, for expenses.

Q Did you spend that amount of money?

A Yes, I could spend it in two weeks

Q But did you spend it for expenses travelling for the organization?

A More than that.

Q So they have not refunded the amount you spent for them?

A No, they owe me money at the present time

Q How much do they owe you?

A One hundred and seventy dollars.

Q Do you think they will pay you,

aA I dont think so.

Q Why not? You are still President?

A No, I am General secretary.

Q Do you believe in going on putting up money for bothing, without any return?

A Well, I shall wait until they are in a better condition of course.

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At the present time, after going through a strike and being sacrificed as they have been I wish to be in the same position as they are and I knowthey cannot afford to pay me a salary and keep their families.

If the situation was known as it ought to be known, perhaps some people would think a great deal differently.

Q You as acting as their General Secretary at the present time?

A Yes sir.

Q And, getting nothing for that work at all?

A No sir.

Q Not even your travelling expenses?

A No sir.

Q And, you are out about one hundred and seventy dollars?

A Yes.

Q And, this has been incurred on benalf of the members of the Association?

A Yes sir.

Q Now, getting back to Mr. Girard, who left the Textile Workers with a feeling of vengeance in his heart?

A He made the remark "I am a Frenchman and I shall revenge myself".

Q And, the first sign of this revenge that you saw was the organization of this Friendly Society?

A Yes .

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Paquette

They had circulars daitributed in the mills from one end to the other.

Q Have you any of those circulars?

A I might be able to get one.

Q Will you please get me one if you can?

A I cannot get it, because I am not very friendly with them.

Q The thing seems to work into two different possibilities In the first place, this Friendly Union might have been formed by Mr, Girard in order to get, as you say he said, his revenge on the other organization. On the other hand, it may have been formed at the instance ofsome of the Head men of the Company, who wre desirous of breaking up the Textile Workers Union, because they thought as long as the Textile Workers Union existed it would be impossible for them to reduce the wages?

A Mr. Girard would never have succeeded in organizing the Union, if he did not have the chance to go into the mill at any time, and be protected by some of the bosses and overseers in the mill.

Q The two things must have worked together?

A That is the way I see it.

Q And, eitherMr. Girard must have made a proposition to the Company, or the Company made a proposition to him to get this new organization started? Either Girard must have gone to the Company and said "Let me form this organization, and I will smash thie Textile Workers Union", or the Company must hve gone to him with the

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proposition?

A That is the way I look at it.

Furthermore, he said his aim was attained. That was published in La Presse two days ago.

Q You think he was the one who went to the company, and that it was not the company who went to him?

A I know he was in the office ofthe company very often Of course, I donot know what he was doing there.

Q What I want to know from you is whether you think that this organization was formed primarily at the instance of Mr. Girard for this purpose of being revenged, or whether the Company knowing that he was a little soreheaded said " Here is a chance now to get this new Organization formed"?

A That is what I believe.

Q Which of the two do you believe?

A I believe - when I speak about the Company I do not speak about the General Manager, nor do I speak about Mr. Gordon. I wish to say right here that of course, for the last two years, we have been kind of hard on some of the bosses. They had to toe the mark. They had to respect their employees, and they had to treat their employees right. That is just what we did, and some of these bosses were sore on the Federation, and said "Now, we have a chance to get square with the Federation, and with Paquette and his crowd, and we are going to organize another Organization, and whip them into line". The result was this Organization was brought forward by Mr. Girard who could go into the mill at any time, and get people

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to join it.

Mr, Taylor is G neral Superintendent of the Mill, and I cannot go into the mill without a pass. Everybody knows that it is just as hard to get into those mills as it is to get into heaven, if you have not the right way to get in.

Q Do you think this Union would not have been formed if Mr. Girard had not left the Textile Workers?

A Well, some other steps would have been taken.

Q Can you give me the names of those bosses?

A Well, you might take any one of the bosses in the Hochelaga mill.

Q Will you please give me some names?

A Well, there is Pierre Jobin, overseer. There is Louis Labonte.

Q Who is Labonte?

A Overseer in the finishing room.

Q Those two are at Hochelaga?

A Yes.

Q Is there any o e else?

A James Willie.

Q What is his po ition?

A He is boss mechanic.

Q At Hochelaga too?

A Yes.

Q Is t ere any one else?

A Joseph Venne.

Q Who is he?

Q He is a second boss.

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There is also Henri Champagne.

Q Who is he?

A He is a second boss.

Q You think that all those men have a grudge against the Textile Workers Union?

A Yes.

Q And, you think all of them were instrumental in getting up this Friendly Union, to destoy the Textile Workers?

A Yes.

Q And, you think that this trouble which has taken place is due to their action, and to the action of Mr. Girard?

A Yes, it is due to the action of those people, and to the action of Mr. Girard.

Q Your present explanation of the troubles which have taken place this year, that is the strikes and so on, is that Mr. Girard and the bosses and overseers have forced this trouble, and brought it on?

A They knew by the reports made by Mr. Girard that there was some trouble somewhere, and they said "Now is the time when we can have a reduction in wages, and they will stand it".

The outcome was the worst strike that we ever had took place this year. We had more strikes this year than we ever had before.

Q This new Organization was formed during the second week of April?

A Yes.

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Q Did they get many members in during the month of April?

A Well, they had meetings. It is pretty hard to judge, but I should think they had about thirty five or forty members. The bosses were there making speeches every time they had a meeting.

Q On the twenty fifth of April a notice was put up announcing that there would be a ten per cent reduction effective on the fourth of May?

A Yes.

Q Do you think that if this new Organization had not been formed, that notice would have been put up? Do you think the notice would have gone up if there had just been the one Organization?

A I dont think so.

Q Why not?

A Because when we could obtain twenty three per cent increase in two years, I do not think the Company would have tried to cut us down ten per cent if they knew we were as strong and united as we were, when we got the twenty three per cent increase.

Q Your idea is that the Company, seeing there was a division in the ranks of the men thought it was a chance to cut the wages?

A Yes.

Q And they took advantage of this division to do it?

A Yes.

A remark was made by one of the Officers of the

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Company "Now is the time. There are three Organi za-tions. There is Paquette's crowd, there is Gignac's crowd, and there is Girard's crowd."

Q Paq ette's crowd would be the Federation of Textile Workers proper?

A Yes.

Q What was Gignac's crowd?

A Gignac was in favor of the reduction in wages.

Q I understand that Gignac regards himself as a member of the Federation still?

A Yes. He regards himself as General President still.

When they decided not to accept this reduction Gignac was in favor of it. When they decided to support the Union in not accepting this reduction, Gignac was in favor of accepting it.

Q That was on the 25th?

A Yes.

Q Did you quit him right away?

A Yes.

Q Did you call a Meeting immediately?

A Yes, when it was decided not to accept the reduc-tion.

Q It was on a Saturday that the notice was put up?

A Yes.

Q And, you called a Meeting at once?

A We had a Meeting. We have a Meeting on the last Saturday of each month.

Q This was at Hochelaga?

A Yes.

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Paquette

Q And, the mule spinners decided that they would not accept any reduction?

A With the support of the Council. Mr. Gignac was President at the time, and he was in favor of it.

Q In favor of them taking the ten per cent reduction?

A No, not at that time. At that time he was in favor of not accepting the ten per cent reduction. That was just the day we appointed him and Mr. Parent to go and meet Mr. Mole, and see if there was no possible way of getting over a strike, or the ten per cent reduction.

Q Was that at the Meeting held on the 25th, Saturday?

A It was in the afternoon of Saturday the 25th.

Q It was just a Council Meeting?

A Yes.

Q Was any notice sent to the Council or did you just see the notice on the board?

WITNESS You mean the notice in regard to the ten per cent reduction?

THE COMMISSIONER Yes.

A We just saw the notice on the board.

Q When you saw the notice, the Council immediately met and decided that it was not advisable to accept the ten per cent reduction proposed?

A Exactly.

Q And, Mr. Gignac and Mr. Parent were appointed to wait upon Mr. Mole, the General Manager of the Company?

A Yes.

Q And, see if there was no possible method of leaving the wages as they were?

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A Yes, or of making some kind of an arrangement to find out if that would be the last reduction for the year?

Q Was there a mass meeting of all your men called in the evening?

A No.

Q Just a Cuncil Meeting?

A They had full power to meet.

Q When did Mr. Gignac and Mr. Parent go and see Mr. Mole?

A The Monday after.

Q What did they report?

A They reported that Mr. Mole was not willing to do anything, or could not do anything. That the workers had to accept ten per cent reduction, or that they would close down their mills.

Q What happened then?

A I met Mr. Gignac in the afternoon, about two, or three or four oclock, and said "What is the result"? He said "The Company will not do anything. It is to be a ten per cent reduction". I said " What can we do?" You have given the right to the mule spinners to go out on strike Saturday, and you know that you had full power to do so, and that they were going out on strike". I said " Are the arrangements for Valley-field the sme as the arrangements for Montreal"? He said "Yes, it is the same arrangement".

I like to go into all these details, because there are so many opinions represented.

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I said "Now, you know that the mule spinners will need financial support. We have a nice table, and we are going to start a raffle for it." He said " Yes, get the table raffled, and if they need help they shall have it".

That was on Monday the twenty seventh. On the third day of May, there was another Meeting called by the General President, and somebody from Magog - a man who is not here at the present time (an English fellow by the name of Gardner) got up and said during the Meeting of the Council-after deciding on the Saturday before that the Mle Spinners should go on strike if they wanted to " Gentlemen , Imake a motion that we accept the reduction of ten per cent."

Q Where can we get Mr. Gardner?

A You cannot get him. He is in the States now, where he ought to be.

He got up and said " I move that we accept this reduction of ten per cent". I said " Why did'nt you do this last Saturday. Why didnt you tell those people last Saturday not to declare a strike? They have declared a strike at the present time. The Mule spinners stopped work on Thursday night, and they will be sacrificed - every man who advocated the strike will be sacrificed. They cannot go back on their word. You did not do right, and you should have done last Saturday what you are doing to-day, if you believed this ten per cent reduction should be accepted. If you believed the Company was right, and could not

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afford to pay any more, why did you not say so last Saturday?"

When you are President of an Orgnnization of this kind, you are not President of a Sick Benefit Association.

He went out and telephoned toMr. Taylor that there was not going to be any strike.

The mule spinners went out on Monday Morning. They had the right by the Council, and by Mr. Gignac the President,(who went back on his word) to go on strike, and the strike was declared, unanimously, on the twenty fifth.

Q Was there ever a mass meeting of the men, or a Meeting in any of the Unions?

A There was a Mass Meeting of the Mule spinners a week previous to the twenty fifth, and there were three mass Meetings of the mule spinners from the twenty fifth. Every mule spinner was at the meeting, and they asked me "Do you think you could go and tell the Company that if we get back our jobs, it is all right"?. Some of these men are walking the Streets of Montreal at the present time.

Q What I want to know is whether the local Unions voted on the question?

A Yes sir, unanimously.

Q When was that?

A Before the third, and before the twenty fifth.

Q They voted as to whether they should go out on strike or not?

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A Yes sir, to suppor t the other departments in regard to this reduction, in order to have it abolished in all the departments.

Q Did the local Unions in every department vote on the matter?

A Yes sir, not one strike was declared unless every local voted on it, and unless they all agreed.

WITNESS Might I ask if the people who have to come here as witnesses in this investigation will be forced to walk the Streets of Montreal as a result of the evidence wich they may be compelled to give here? There are many of the workers walking the Streets of Montreal to-day.

THE COMMISSIONER Imay say, Mr. Paquette, that I have been appointed Commissioner to get at the facts in connection with those disputes, and to get at the bottom of this trouble some way or another.

In that connection, it will, perhaps, be necessary to bring a good many witnesses here, some of whom are working at the present time. I can hardly imagine that any one connected with any of those Companies would think of intimidating their employees in any way in the matter of giving evidence before this Commission. It is a very serious thing for any man, or any body of men to be guilty of; and I do not think that anything of the kind need be feared in this case.

However, I may say this, every witness who comes here because he is wanted in the interests of the country, and in the intrests of this enquiry,

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and he comes at the instance of this Commission, and not of his own accord. I will expect any one whom I wish to appear to come here and give his evidence.. If he refuses to appear I shall issue a subpoena, so that there will be no getting out of it.

The companies will understand, as well as the men, that if they are subpoenaed to come here and give evidence there is absolutely no option in the matter. They have to come and that is all there is to it.

I think, if it is desired I can easily get an undertaking from any of the gentlemen connected with the Companies , to the effect that any witness who gives testimony here will not be dealt with in a harsh manner on account of anything that he says before the Commission.

I think any witness may feel at liberty to make any statment he wishes.

Certainly his duty is to do so, not only, his duty to himself, but his duty to the Commission and to the Country generally.

WITNESS The reason I say this is because I know of a couple of men who were called as witnesses in a case during the last strike - it was just an ordinary fighting case - and these men cannot go back to their work, because they had to tell the truth under oath. This is something that happened at the

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mill in Hochelaga.

THE COMMISSIONER If it ever reaches my ears that any man suffers any harm because of the evidence he gives before this Commission I can assure you that there will be a further enquiry, and that the matter will not end there.

AND IT BEING FIVE OF THE CLOCK THE FURTHER EXAMINATION OF THIS WITNESS IS CONTINUED UNTIL MORROW THURSDAY, JULY 16th AT IO.30 OF THE CLOCK IN THE FORE NOON.

Official Stenographer.

AND ON THIS SIXTEENTH DAY OF JULY, IN THE YEAR OF OUR LORD, ONE THOUSAND NINE HUNDRED AND EIGHT THE COMMISSION RE-ASSEMBLED PURSUANT TO ADJOURNMENT.

THE COMMISSIONER At the opening of the Commission yesterday, Mr. Gorbon, of the Dominion Textile Company said that he expected the Company would be represented by Council before the Commission.

I understand that Mr. Montgomery is appearing on behalf of the Dominion Textile Company.

MR. MONTGOMERY I appear on behalf of the Dominion Textile Company, and also on behalf of the Montreal

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Cotton Company.

THE COMMISSIONER Mr. Gordon was going to let me have a statement showing the number of employees whether male or female, in the diffesnt mills. Do you knowwhether that statement has been prepared.

MR. MONTGOMERY I do not think the statement has been prepared as yet, but it will be presented during the course of the day, I believe.

THE COMMISSIONER Mr. Gordon was also going to produce a statment of the different disputes in which his Company has been concerned -that is disputes which have resulted in the termination of work for a short or a long period of time.

If you can obtain the same information in regard to the Montreal Cotton Company I would be glad to receive it.

MR. MONTGOMERY I will endeavor to obtain that information and place it on record.

THE COMMISSIONER There is also a form of contract which is in use between the Dominion Textile Company and its employees. This was referred to by Mr. Paquette yesterday. I would like to have a copy of that contract.

MR. MONTGOMERY I will see that it is produced.

THE COMMISSIONER I do not wish to put the Companies to more trouble than is possible , but I do not see very well how I can avoid asking for a statement of the wages which havebeen paid to the

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different classes of employees. Do you think you can have such a statemet prepared Mr. Montgomery?

MR. MONTGOMERY I will take the matter up with Mr. Gordon and have the statement produced.

MR. Du TREMBLAY I would not like to be considered as suggesting anything to the Royal Commission but dont you think it would be a satisfaction to the workmen, and also a useful thing to the Commission to know the extent of the business of the Company? That is, how much they made last year, what dividend hey paid and so on?

THE COMMISSIONER I intend to ask for a statement from the Company as to profits, and also for copies of their reports, and statements of business and so on.

MR. MONTGOMERY This information is all contained in the annual statements of the Company, which have been published.

THE COMMISSIONER Of course, I propose to have Mr. Gordon as a witness again. I will also have other Officers of both Companies. When I am examining them I shall ask for those statements and we can go into whatever details we consider advisable.

I think we can see, as the evidence is brought out what points it will be necessary to enquire about.

WILFRID PAQUETTE, RE-APPEARING HIS EVIDENCE WAS CONTINUED AS FOLLOWS

EXAMINED BY THE COMMISSIONER

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Q Mr. Paquette, you were to give me a statement of the members of the local Unions belonging to the Federation of Textile Workers?

A Yes sir.

Q I understand that you desire that the total number of members should not be made public?

A I would rather not have it made public at the present moment, because we do not care about the public at large knowing it at present.

Q Have you any objection to Mr. Montgomery, who represents the Company, seeing the document?

A Well, no, I do not object.

Q Of course, if you are anxious to know what the Company is doing in certain directions, they might possibly be anxious to know what you are doing.

I do not want to have the figures given out in public, if you think it is going to do your Organization any harm?

A I have no objection that Mr. Montgomery should see the figures, but I would not like them to be made public at the present time. Of course, I realize that if we want to find out what the Company is doing it is only fair that they should know what we are doing.

Q For the present I will keep the statement confidential, and if it is asked for by the other side, I will decide what is to be done with it. In the mean time it will be marked Exhibit No. 3.

I also asked you to let me have a complete file of the paper published by the Federation of

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Textile Workers. That is the paper " La Fileur".

A Yes sir, I have it.

Q You hand me now nine copies , volume 1, numbers one to nine, inclusive, including issues from October 1906 to December 1907. I understand that that is a complete file of the publication of your Organisation?

A Yes .

Q We will mark this as exhibit No. 4.?

A Yes.

Q You also hand me a copy of La Presse, dated July 13th containing an article having reference to the Organization of the "Union Amicale". This article will be cut out and marked as exhibit No. 5.

WITNESS I made the remark yesterday that I sent a letter to Mr. Mole in regard to this new Labor Organization, asking if they had the right to go into the mill at any time, and intimidate people to join their Organization. You asked me to give you the answer which Mr Mole sent. I now hand you the answer and file it as exhibit No. 6. This is a letter from Mr. Mole to myself, dated Montreal, May 5th, 1908. It is a reply to my letter of April 30th.

THE COMMISSIONER Mr. Montgomery will you please try to get the letter from Mr. Paquette to Mr. Mole dated April 30th, 1908, to which this letter of May 5th is a reply?

Mr. Paquette says he did not keep a copy of the letter he sent, so in order to have the sequence

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complete I would like you to try to get the letter from Mr. Paquette.

MR. MONTGOMERY I will take the matter up with Mr. Mole, and if he has the letter, we will produce it.

WITNESS I have a couple of letters here to show that before the first day of May - before the last strike - the Dominion Textile Company had meetings with the Federation of Textile Workers as a body.

I now file as exhibit No. 7 a letter from Mr. Mole, without date, and without saying to whom it is addressed. I got this letter from Mr. Mole, myself, in his own office.

I also file as exhibit No. 8 a letter dated Hochelaga, March 4th, 1908, from Mr. Mole " Per John Taylor, Superintendent". This letter is not addressed to any one in particular.

Q This letter was in reference to some trouble?

A It shows that I had, as representative of the Union, dealings with the Company at any time they were required.

Q I also asked you to secure a copy of the constitution and by - laws of the United Textileworkers of America?

A Yes. I nowfile a copy of this Constitution, as exhibit No. 9

Q You have drawn my attention to the following clause in thisConstitution, rule 23, on page 2 , to the effect that " When a strike is ordered by the General

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Executive it shall include all the various employees in the mill or corporation where such strike is ordered"

If I understand you rightly, Mr Paquette, you took the clause to mean that the General Executive of the United Textile Workers of America could order a strike in any mill, and that all the employees in the mill would have to go out ?

A Yes

Q That is to say the general Executive in the United States had the power to order a strike here in Canada?

A Yes

Q And it was that clause in the Constitution which you regarded as inimical to the Interests of the Canadian workers ?

A Yes

Q And, it was because of that you decided to form a Canadian Organization, and withdraw from the United Textile Workers Union of America ?

A Yes

Q Did you know of the existence of that clause before you became members of this Union ?

A No

Q Did you not ask for a copy of the Constitution before you joined ?

A No. They only sent them up when we asked for the Charter

Q Dont you think you should have asked for a copy of the Constitution before you joined the Organization ?

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A Yes, I think we should have done so. However, we did not do it.

Q You have also handed me a copy of the Constituion, rules, and by laws of the International Spinners Union of America, this will be filed as exhibit No. EO ?

A Yes.

Q Do any Organizations in Canada at the present time belong to this International Association?

A The Mule spinners.

Q When did they join?

A They joined last year.

Q What time last year?

A I guess it would be in April, 1908, or about that time.

Q The mule spinners at what place?

A At Montreal.

Q Would that include Hochelaga Mills and St. Henry?

A Yes. They joined about the time I say. Valleyfield joined later on.

Q What about St. Anns?

A There are no Mule spinners there.

Q What about Magog?

A Magog also joined.

Q How did they come to join that Association?

A Well, they thought itwould help them out, because they are getting a strike benefit.

Q Who was responsible for their joining that Organization?

A Themselves. You will have the President of the

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Mule Spinners here as a witness.

Q Who is the President of the Mule Spinners?

A Pierre Fafard.

Q Do you happen to know whether they have any clause in their Constitution which allows the Executive on the other side to declare a strike?

A I never looked it up, but I think they have the same clause.

I file as exhibit No. 11, a copy of the Constitution and by laws of the Federation of Textile Workers of Canada, printed at Montreal in 1906. This is a copyof the Constitution and by laws as originally drafted add first adopted.

Q You also mentioned some letters which had to do with the strike in Magog. Are those the letters which you have handed me?

A No.

Q You were going to produce some letters which had to do with the strike at Magog, Those are evidently the letters exhibit Nos. 7 and 8?

A Yes.

MR. Du TREMBLAY I would like to ask the witness a question with the permission of the Commissioner in regard to something which has appeared in the Gazette this morning, which seems to state that Mr. Paquette said yesterday that the Company succeeded in killing the Federation, or succeeded in its object.

THE COMMISSIONER You may ask him the question.

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BY MR. Du TREMBLAY

Q Will you tell us if you stated yesterday that the Company succeeded in killing the TextileWorkers Union?

A No, I never said that, and I never thought about it.

BY THE COMMISSIONER

Q I understood you to say that this new Union was formed with a view of helping to destroy the influence of the Textile Workers and that they succeeded in doing it?

A In the last strike.

Q But, not in destroying the Organization of Textile Workers?

A No.

Q Have you any objection to stating the number of workers who belong to the Federation of Textile Workers at the moment?

A I think the number if 5,815.

Q You say that is the total membership?

A In good standing.

Q All the members included in that total are paying membership fees?

A Yes, sir at the last report.

Q When was the last report made?

A Last month.

BY MR. MONTGOMERY

Q How would that membership be affected by the organization of the Union Amicale? Or how has it been affected?

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A It was not affected by the new Organization.

Q Are you in a position yet to state whether or not it has been affected as an Organization ? Has the Organization of the Union Amicale gone sufficiently far to enable you to judgeas to its effect? From your returns?

A I am not in a position to know, because I did not see any change at all.

Q Has there been a per capita tax levied which would enable you to say whether or not the Organization has affected the Federation?

A No.

We made up our minds that so many were sacrifeed during the last strike, and so many were sacrificed during the past two months, that we would keep quiet, and not show anything, and not have any Meetings.

It was understood, of course, that we would not have any Meetings, because, in every Meeting we had spotters to tell the Company who was coming in andwho were the members, and what we were doing. We told our members not to show their hands, since the last strike.

Q So you really do not know at the present time what the membership of the Federation actually is?

A Yes, I do. There is the report published. We know the number of our members, but we do not have any Meetings, because we do not want anybody to be sacrificed. We do not want the Company to know who are members and who are not.

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Q Has anything intervened w ich would show how many members of your Organization have remained loyal to the Federation? Has there been a per capita tax levied since the Organization of the Union Amicale?

A No. For the last five weeks we had no meetings at all. It was understood that we would not have any Meetings of any kind.

Q If I understand you correctly, you pretend that the Union Amicale was organized by some of the former Officers of the Federation of Textile Workers, for the purpose of destroying your Organization?

A Yes.

Q And, you say it has, to a certain extent, succedded?

A No. They succeeded in breaking up the l ast strike by replacing the strikers

It was created just for that purpose. and it did reach their object.

Q Are there any of the members of the Union micale who still continue to be members of the old Organization?

A There were some.

In our Organization we do not take any overseers or bosses . The only members we have are the producers. We pretend that the overseers and bosses do not produce anything, and, they are not members of our Organization . They joined this other Organization.

Q Upon what date was this membership statement which you have produced compiled?

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A It was at the end of May.

Q From what sources did you gather your information? From the list of paying members at the time?

A From the reports which are published every month, and which are sent to me every month.

Q Who are those reports signed by?

A By each local Secretary. The Capita tax is paid according to the members who are in good standing

Q When was the last per capita tax paid upon which this estimated membership list was compiled?

A In May.

During the strike, of course, the members were on strike, and we told everybody that the per capita tax, or dues, would be suspended until the strike was over. It was only a favor. They were not earning anything, and could not afford to pay their dues.

Q Now, in May, the Federation was practically the only Organization?

A Well, no this other Organization was created in April.

Q What other Organization?

A This Union Amicale.

Q During the second week in April?

A They commended to speak about it in April.

Q Their Organization was by no means complete at that time?

WITNESS Their Organization?

COUNSEL Yes.

A Well, they were making noise enough for a thousand

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men

Q And,since the month of May, you have had at least three different factions in the Cotton industry, as you stated yesterday?

A Well, yes, we have. Since the last strike.

Q There has been your Organization, the Federation?

A Yes.

Q Mr Gignac's organization?

A No, he had no Organization of his own. He only pretends to be a member of our Organization.

Q Well, that is a faction of your Organization?

A He is not a faction by himself. He cannot be a faction by himself.

BY THE COMMISSIONER

Q Has he any following?

A Well, I dont think he would show his face in Montreal to morrow,if he had a chance.

BY MR.MONTGOMERY , CONTINUING

Q I understand that the split with Mr, Gignac was over the question of the advisibility of accepting the reduction?

A Not myself, - I am not included in it.

Q Well, the Federation divided over that question?

A Yes sir.

Q And, Mr. Gignac took the view that the reduction should be accepted?

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A Yes sir.

Q And, there were a certain number of members and officers of the Federation in opposition to that view? Is that correct?

A Yes.

Q So, the Federation really split upon that issue?

A We did not split.

Q In any event, Mr. Gignac, who was in favor of accepting the reduction, and whatever faction he had, eventually went out, and accepted it.

A We did not split; and why not? Because in every place where we were interested in this question of a ten per cent reduction, they went on strike unanimously, outside of Hochelaga. In Montreal and in Valleyfield they went on strike unanimously.

Q Eventually, the Gignac faction, or whatever you like to call it, went out and the employees accepted the reduction of ten per cent and went back to work?

A Not in Montreal.

Q The employees did not go back?

A Not the Gignac faction.

Q I understand that the employees (whether they belonged to the Gignac faction or not) went back to work?

A If you put it that way, I will answer it. The Gignac faction in Montreal did not go back to work after the reduction of ten per cent.

BY THE COMMISSIONER

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Q What did they do?

A They stayed out.

Q Are they out still?

A Well, some of them did go back? Most of them were not then back by the Company, because they were leaders of the Federation.

BY MR. MONTGOMERY

Q So your Organization or Federation, is in this condition at the present time, that you have two distinct parties, each claiming to be President?

A That is right.

Q When was Mr. Gignac replaced as President, according to you?

A At the Meeting in May. I guess it was the third or fourth Saturday in May. I am not very sure of the date.

I am sorry I did not bring my records with me. I thought of it this morning, but I came away without them. It was in May, any how.

Q For what purpose was that Meeting called? was it an annual meeting of the Federation?

A No. We meet every month, and at any time the majority of the Council has the right to call a special Meeting. This Meeting was called by the majority of the Council.

BY THE COMMISSIONER

Q Was not this a Special Meeting?

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aPaquette

A It was a Special Meeting, yes.

Q It was held the first week in April?

A Yes.

Q Then, Mr. Gignac was elected President?

A Yes.

What I am saying is that Mr. Gignac was replaced by somebody else as President, in the month of May.

Q What time in the month of May?

A The fourth Monday in May. I am not quite sure of the date.

BY MR. MONTGOMERY

Q Up to the month of April you were President of the Federation?

A Yes.

Q Was that Meeting in April a special Meeting, or was it a regular Meeting?

A It was a special meeting.

Q For what purpose was that Meeting called?

A Well, we were collecting the Capita tax at the time, and we were not collecting enough money to pay our expenses. The capita tax was five cents a month, and when we saw that we were not getting enough the Council had a Meeting with the intention of raising the Capita tax, and going back to the old system of having only one fund. This Meeting was called for that purpose.

I have a copy of the Call here, which I will file as exhibit No. 12. This is a circular dated

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Montreal, March 23rd 1907, signed by Mr. Girard, announcing that the Executive Council had decided to hold a Meeting on the fourth and fifth of April, to proceed with the election of aGeneral President.

Q This document which you have just produced purports to be a request of Mr. L. A. Girard, the General Secretary, upon the President to calla Meeting for the purpose of electing a General President?

A Yes, and for some other causes which might come up during a Special Meeting.

Q And, the President, in conformity with that request, did call the Annual Meeting, which was held on the dates mentioned, April 4th and 5th?

A Yes.

Q And, at that Meeting Mr. Gignac waw elected President?

A Yes.

We also raised the dues, and did several other things.

Q This was prior to the date of the strike?

A Yes.

Q W ll you tell me when the strike actually began?

A On the fourth day of May.

Q How long did Mr. Gignac continue in office as President?

A Well, he was elected on the fourth or fifth of April, and he served as President, until the last week of May.

BY THE COMMISSIONER

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Q Until the twenty fifth?

A Until about the twenty fifth of May, yes, I think so.

BY MR. MONTGOMERY

Q In the meantime, the strike intervened?

A Yes.

Q And, Mr. Gignac was occupying the position of President at the time that a resolution was passed approving of the acceptance of the reduction?

A Well, he was President when both resolutions were passed.

On the twenty fifth of April a resolution was passed unanimously, when he was in the Chair as President, to strike against the reduction.

Then, on the third of May, we had another Meeting, and at that time, he was against a strike.

Q On the twenty fifth of April you had not had any conference with the Company, upon the question of a reduction?

A No.

Q That was right after the posting of the notice?

A Yes. We appointed a Committee to meet the Copany.

Q And, the time you passed that resolution resolving to strike, if necessary, you also appointed a Committee to interview the Company?

A Yes; and it was understood that if they did not get any concessions the mule spinners would go on strike.

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Q At that time you had not heard whether or not the Companies had a good and valid reason for posting the reduction?

A Oh, yes. We knew what their reasons were. We had heard about it for the last six months.

Q At any rate, you had no conversation with them? The Committee appointed for that purpose had not interviewed them?

A We had no conversation with them, no.

Q You appointed a Committee for the purpose of conferring with them on the subject?

A Yes.

Q And, I suppose the President, Mr. Gignac, was ex officio the leader of the Committee?

A Yes. There were two of them, and he was one. There were two of them appointed as a Committee.

Q And, after his conference with the Officials of the Textile Company, he came back and reported that in his opinion a reduction should be accepted?

A No, he did not do anything of the kind.

Q Will you just tell us what occurred?

A What he reported on the Monday, after meeting Mr. Mole, and Mr. Gordon, I believe- I asked him what arrangements would be made with the Mule Spinners at Valleyfield, or if the same arrangement would apply to the Mule Spinners at Valleyfield, as to the Mule Spinners at Montreal he said "Yes". We all understood, and I understood at the time that he was in favor of the strike, just the same as he was on

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the 25th of April.

On Sunday we had a meeting of the Council This was the third of May. Then he was against a strike.

Q That was before the strike was actually declared?

A No, the strike was declared on the 25th of April.

Q Have you a copy of the resolution of the 25th of April, by which the strike was declared, as you say?

A Yes. We have the records. I am sorry I did not bring them, but I can bring them up this afternoon. This records are signed by the President and by the Secretary.

Q Do you pretend that at the same time as you declared a strike, you appointed a Committee to confer with the Officers of the Company?

A We declared a strike on the 25th, and the Committee was appointed like this - if they did not get any concession from the Company, or if the reduction of ten per cent had to stand the Mule spinners would go on strike - that is they had the power to go on strike. That is the way the resolution was passed.

When we heard from Mr. Cignac and Mr. Parent that there would be no concession of any kind, and that the Company was stubborn in cutting down the wages ten per cent, and that there was no promise that there would be no further reduction for the next year ; the Mule Spinners went on strike.

Q That resolution then, necessarily contemplated some further Meeting, or some further resolution

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to learn the result of this conference, and of the action which should be taken upon it?

A No sir, they had full power to act.

Q Why did you hold your second meeting?

A Because it was called for a purpose by Mr. Gignac.

Q When you passed this resolution of the 25th April you did not expect to have any other Meeting to find out what might be the result of the conference?

A Well, it was supposed that Mr. Gignac, as President, should make out a report to the General Secretary.

Q Who was the General Secretary?

A I was.

Q So that when this second Meeting of thethird of May was held the affairs of the Federation were in thiw state - that you were divided into two factions, one being in favor of accepting the reduction, and one being against it?

A Yes, that is right

Q And, Mr. Gignac was still president?

A Yes.

Q And, at that time he was the leader of the faction in favor of accepting the reduction?

A Yes - you speak of factions - that is the members of the Council.

BY THE COMMISSIONER

Q How many members of the Council were in favor of accepting the reduction?

A There were four for it, and four against it, and

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Mr. Gignac as President had the casting vote, and he voted in favor of the acceptance of the reduction.

There is one remark that I would like to make right here, and that is that when we passed a motion to put in front of the Chair again, there should be a motion to reconsider the former vote. There was nothing of the kind done. Mr. Gardner got up and made a motion, that we should accept the reduction of ten per cent.

Q So, on the third of May, the Executive Council resolved in favor of accepting the reduction without a strike?

A Yes sir.

Q Were you present at that Meeting?

A Yes sir. I fought against it too.

BY MR. MONTGOMERY

Q I suppose you continued your fight after the Meeting?

A No, I was willing to submit to the majority of the vote.

Q To the majority of what vote? Of the Council?

A Yes.

BY THE COMMISSIONER

Q What were your next steps? What did you do next in connection with the strike?

A I dont remember. I have attended a good many meetings. When there were Meetings of the locals, I went to all of them.

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Q We have this Meeting of the third of May, when they resolved not to strike. What was the next Meeting that was held, or was there a Meeting held either of the Council or.....

A (Interrupting) I am President of Local No. 3 of Hochelaga. I think there was a Meeting the week after. I am not very sure of it, but I know there was a Meeting between that last meeting, and when the strike was declared in some other Department.

Q In any event, after the attitude taken by your President, Mr. Gignac, you were either constituted or you constituted yourself leader of the opposite faction, did you not?

A No sir.

Q Who took up the cudgels on behalf of the dissenters?

A The Mule spinners had decided to go on strike, and they went out on strike.

The Mule spinners are the main body of a cotton mill, and when they go out, the rest of the departments have to close down.

The Mule spinners had meetings among themselves, and they decided to go out on strike.

Q And, at your Executive Council Meeting, on the third of May, this power was granted to the mule spinners?

A Yes. It was granted to them before that. The Mule spinners were all there.

Q How many mule spinners are there?

A Well, I say they were all there, but as a matter of

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fact they were not.. There were about forty five or fifty mule spinners up there at that Meeting of the third of May.

Q When was the Meeting of the Council, in the morning or in the afternoon.

A In the afternoon.

BY MR. MONTGOMERY

Q Were you present at a Meeting of the Mule Spinners immediately after that Meeting of the Council?

A No.

Q Were you present at any Meeting of the Mule spinners?

A Yes, before the third of May, I was present at all their Meetings. They had twoMeetings between the twenty fifth of April and the third of May, when the Council decided that they should be supported in a strike against the reduction of ten per cent. They had a Meeting in St. Henry, and one at Hochelaga. I was present.

Q Up to the third of May, they did not know what action the Executive Council would recommend?

A Well, they had to follow the recommendation of the twenty fifth.

On the twenty fifth, they were advised by the Council to go on strike, and they were supported by the Council.

Q But, at that time the Committee had not conferred with the Company?

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A It was understood that if they had to stand a reduction of ten per cent they were going on strike, and that is what they did.

Q What powers were given that Committee which you appointed on the 25th April?

A They did not have the power to settle anything, because no Committee on any question of wages has the right to settle anything.

Q I did not ask you what they could not do. I would like to know what powers they had?

A Well, I dont think they had any power of any kind.

Q What were their instructions?

A To find outfrom the Company if they seriously intended to put this ten per cent reduction into force. - that is if they were going to reduce the wages ten per cent.

Q But, they had already told you that by their notice?

WITNESS You mean the Company?

COUNSEL Yes.

A Yes, but the Company has said many things before, for the last few years, and changed their minds when somebody met them.

Q Was there a Meeting of the Mule spinners after the Meeting of the Council on the third of May?

A I knowthey had some kind of a Meeting downstairs.

There are twohalls were we meet, one upstairs, and one downstairs. I know that the Mule Spinners met because they were upstairs, and very anxious to find out what would be the result of the Meeting. I did

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A It was understood that if they had to stand a reduction of ten per cent they were going on strike, and that is what they did.

Q What powers were given that Committee which you appointed on the 25th April?

A They did not have the power to settle anything, because no Committee on any question of wages has the right to settle anything.

Q I did not ask you what they could not do. I would like to know what powers they had?

A Well, I dont think they had any power of any kind.

Q What were their instructions?

A To find outfrom the Company if they seriously intended to put this ten per cent reduction into force. - that is if they were going to reduce the wages ten per cent.

Q But, they had already told you that by their notice?

WITNESS You mean the Company?

COUNSEL Yes.

A Yes, but the Company has said many things before, for the last few years, and changed their minds when somebody met them.

Q Was there a Meeting of the Mule spinners after the Meeting of the Council on the third of May?

A I knowthey had some kind of a Meeting downstairs.

There are twohalls were we meet, one upstairs, and one downstairs. I know that the Mule Spinners met because they were upstairs, and very anxious to find out what would be the result of the Meeting. I did

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not stay there, however.

Q Didnt you take any part in it?

A No.

Q You did not advise them in connection with the matter?

A No.

Q And, you did not take any action at all?

A No. Because they had a copy of the Resolution that was passed on the twenty fifth.

Q Thatthey should go out on strike?

A Yes.

Q You fought Mr. Cignac bitterly at the Meeting?

A Yes.

Q And, when you were voted down, you simply waked out, and washed your hands of it?

A No, I stayed there till the last Minute.

I did not blame Mr. Cignac or his faction for being against the strike, I blamed them because he and his friends voted for the strike, on the 25th April. That was the ground I fought on.

Q And, you were against their having any discretion or changing their minds after a conference with the Company?

A Because the Mule Spinners were already on strike. They stopped work on Thursday.

Q And, it was not a question of whether or not the Company had given any satisfactory explanation of the reduction. Your contention was that they had resolved to strike on the 25th April, and that

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they should strike ?

A I believe the only satisfactory answer the Company should give was this - perhaps one half of the reduction, or a promise that there would be no more reduction during the coming year.

Q Was the Committee given any discretion as to that?

A No. I suppose the General President should have called a Meeting, if he had any favors to announce from the Company in regard to the reduction. I suppose he had power to call a Meeting at any time, and tell the delegates and tell the Vice Presidents of the Districts, exactly what the Company had offered to him as a Committee.

Q What explanation did Mr. Gignac give at that Meeting for having changed hiso pinion? He told you he had met the Officers of the Company?

WITNESS You want me to tell what his explanation was.

COUNSEL Yes. He told you he had met the Officers of the Company?

A Yes.

Q And, he reported the result of the conference?

A Yes. It was the same old story as was published in the papers. That we ought to accept a reduction because times were hard, and business was dull, and it was not the right time to have a strike.

Q That was a pretty generally accepted fact, was it not?

WITNESS What was?

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COUNSEL That times were hard, and business was dull.

A I dont think so.

Q You do not think times were any harder than they were two years before?

A Not with the Companies paying eight per cent dividend, and making half a million repairs.

Q You do not think times were any harder than two years ago?

A No, because the dividend is the same, and the men who get ten thousand dollars a year as salary, get the same salary.

Q And, you took the position that business was just as good, as it was two years ago?

A I think business is just as good at the present time as it was two years ago, because I have met men who were buying goods from the Montreal Cotton company and they cannot get their goods. The Company will not sell them.

Q Did not Mr. Gignac tell you that they laid their figures before him?

A What does he know about figures?

Q And, that they could not afford to meet the competition which was then existing, and that they could not sell their goods in competition with the goods that were coming in from England?

A That was what was said.

Q And, that did not sound reasonable to you?

A No, because we know better.

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Q What do you know better?

A Well, according to the interviews that were published by Mr. Gordon about a week before the strike, he said the prospects for this year were good, and that they were making a quarter of a million dollars repairs, and paying dividends. Dont you think that looks well enough?

Q So, the fact that they were making repairs to their plant, and paying dividends, lead you to judge that business was as good as ever?

A Yes, and they should pay their employees a living wage.

Q Although the papers were full of the general depression, not only in this country, but all over the world?

A I have nothing to do with other countries. I am speaking about my own country.

Q What I want to get at is, whether the stand taken by you, and by the four members who opposed the reduction, was based upon anything, or whether you took that stand because you had resolved to strike on the 25th of April, and as a result of that resolution, you held that you should strike?

A I think if we had a promise from the Company that there would be no more reductions during the year, or if we were allowed to work full time - a number of people were working only four days a week at that time. We wanted the Company to do something for us, no matter how little it was, and if they had done something

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no matter how little it was, I do not think there would have been any strike.

The Company was stubborn, however, and would not promise us anything. They would not promise that they would not make any more cuts during the year, and they would not promise us full time. All we got from the Company was " If they are not satisfied,,let them get out".

Q Why do you think they were working only four days a week?

A I know it, because I live right opposite the Mill.

Q Why would they be working only four days a week, if business was just as good as it ever was?

WITNESS Do you want me to tell you what I think?

THE COMMISSIONER Yes, Mr. Paquette, we would like to have your idea?

A Well, it is because I believe this thing is worked just the same as it has been worked in the States for 25 years. They want to get more protection, and a higher tariff, and they are using every means in their power to get it, and to get the people to work for it. They want to make people believe that they cannot work six days a week.

BY MR. MONTGOMERY

Q And, you dont think there was any business panic, or depression, during the last two years at all? You do not think the cotton industry has been affected

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in any way?

A Well, you take the conditions of affairs in the States. Theyare running their mills, orders or no mills. Here they are working only on orders; and , when they have a chance to close down their mill for a day, and cut down expenses, they do so. I do not blame them, but they do not run their mills in Canada the same as they do in the States.

Q What knowledge have you had, during the last year, of how they have been running their mills in the States?

A Just simply because I have been in correspondence with them all the time, and I read the papers, and I have friends and relations there who keep me informed

Q According to you production has continued in the States on just as large a scale as ever?

A I know times were dull in the States, but things are picking up now.

Q But, youare not prepared to say that production dontinued at the same rate during the past year as for some time previous to that? I am now speaking of the United States?

A It is less.

Q Well, if it is less there are several laborers less employed now, or their hours are cut down?

A Well, I think I can give you the reason for that.

I have lived in the States for twenty three years, and it is always the same thing during election year.

I was brought up next door to a cotton mill, and

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I know that every time there is an election in the States the mills closed down.

Everybody who knows anythng about the States knows that that is the case.

Q Now, to return to our original subject. The Mule spinners went out on strike on the fourth of May?

A Yes.

Q Were you present at any Meeting held on the fourth of May?

A At their Meeting, yes. I was present at all the Meetings between the 25th of April and the 4th of May.

Q And, you advised the turning down of the report of the Committee and the resolution of the Council, and you also advised going ahead with the strike just the same?

A No sir.

Q Who did that? Who was the leader of the thing?

A The President of the Mule Spinners.

Q Who was he?

A Pierre Fafard. He did not advise them either.

Q Who was the Moses who lead them ?

A There was no Moses.

Q Who suddenly appeared to lead them away from the bondage of Mr. Gignac, and the faction of the Council which was in favor of accepting the reduction?

A On the 25th of April the strike was declared, and the Council supported the Mule Spinners in the strike.

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Q You told us that on the fourth of May they changed their minds?

A The Council did, - not the Mule spinners. The people who went on strike did not change their minds.

Q When the Mule spinners learned that their Council, after a conference with the Company, decided that it was not advisable to go on strike (as resolved on the 25th of April) some body must have come forward to lead the opposing faction to get away from the control of the Council?

A I suppose after the Meeting of the fourth, they went downstairs. I know they were there. I do not know what they decided.

Any way, on the fourth of May they kept away from work.

Q You had nothing to do with that?

A No, nothing. I was not there at all.

Q Were they present at the Meeting of the Council?

A Yes.

Q So, they had the benefit of your views at the Meeting of the Council?

A Well, I suppose they had.

They had the benefit of Mr, Gignac's views also.

Q I suppose after the Mule Spinners went out the two fadions still contined to exist in the Federation?

A Yes.

Q When was the Meeting held to replace Mr. Gignac?

WITNESS As President?

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COUNSEL Yes.

A It was held in May.

The Meeting was not called for the purpose of replacing Mr. Gignac. At that time, there were two factions, there was the faction in favor of the strike, and there was the faction against the strike. Of course, everybody was being more or less hurt by it. Four members of the Council, with myself, said "We might as well have a special Meeting, and try to find out if we cannot fix this matter up so that everything will be settled one way or the other."

On Saturday night I telephoned, or Mr. Parent telephoned to Mr. Gignac, and told him that there should be a Meeting on the following Monday night, and asked him to be there, as it was necessary for him to be there, so that we might try to come to some kind of an arrangement.

Q I suppose those four members were the four who dissented from the view that there should be no strike?

A No. Mr. Parent was in favor of calling the Meeting, but he was against a strike.

Q You telephoned Mr Gignac, requesting him as President to be present at the Meeting of the Council?

A Yes.

BY THE COMMISSIONER

Q Was that a Meeting of the Council?

A It was a special Meeting of the Council. We thought we could come to some kind of an agreement, and that

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the strike question could be settled, and that we could make some kind of an agreement or arrangement.

BY MR. MONTGOMERY

Q Who were the four members who decided to telephone Mr. Gignac and ask him to call the Meeting for Monday night.

A Well, there was Mr. Parent, Mr. Ouellette, Mr. Rouleau Mr. Therrien, and Mr. Fafard, and myself. There were six of us altogether.

Q Out of how many?

A There were three others to whom we telephoned, but who did not come.

Q You are now giving me the names of the people who were present at the Meeting?

A Who were entitled to be present, as members of the Council. There are eight altogether.

Q Besides the President, and besides the Secretary?

A Besides the President.

Q And, besides the Secretary?

A There are three in Montreal, one in Magog, one in Montmorency, one in St. Hyacinthe, one in Valleyfield, and then there is the President, and myself.

Q Making ten altogether?

A No, making nine altogether - including the President.

Q And, including yourself?

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A Yes.

Q And, the way this Meeting which replaced Mr. Gignac was called, was that three or four of the Members telephoned Mr. Gignac and told him that they wanted to have a Meeting?

A The Vice President of No. 1, called him up on the telephone, and told him. I wrote to him and told him to inform the Vice Presidents of the Districts. Although I wrote to him I said that it would be better to telephone him also, because there might be some delay in the delivery of the letter. Mr. Brent telephoned him on Saturday night, and asked him to be kind enough to be present at the Meeting on Monday night?

Q Was he present on Monday night?

A No, he did not show up since that time.

Q By whose order was the Meeting called?

A The majority of the Council.

Q Have you your by - laws here?

A Yes.

Q Will you please tell me if they contain any provision as to the calling of a special Meeting of the Council?

A Well, I dont know if it is in the by laws, but common sense is there ahead of any by - law.

I will tell you what the by-law says in that respect

" A quorum for each Meeting shall consist of four members".

We asked the President to call a Meeting of

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the Council.

BY THE COMMISSIONER

Q Is there anything in the by - laws in regard to calling a Meeting?

A No.

Q Do you have regular Meetings?

A Yes, we have regular Meetings, once a month.

Q What about special Meetings?

A Well, I suppose there should be something in the by-laws in connection with it, but there is not. There is a clause to the effect tat the General Secretary will give advice, and notify the members of the Committee of the place of meeting, and the date. To carry on business there shall be present at least four members of the Council.

Q That is for the regular Meeting? What have you to say about a special Meeting?

A There is nothing in regard to a special Meeting.

Q Do I understand you to say, that that is an omission?

A Yes. When we made out this Constitution there were two or three things omitted. There were two or three things decided on at the last Convention, to be put in the Constitution, but they were left out, through the neglect of the Ex - Secretary.

BY MR. MONTGOMERY

Q Did you send any written notice of that Meeting, which was to be held on Monday evening?

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A Yes.

Q For what object was that Meeting called? Did the notice state what the object of the Meeting was?

A It was in the General interests of the Textile Workers.

Q Was anything said about replacing the President?

A Nothing of the kind.

The only reason the man was replaced was because when there were five thousand people in trouble, some of them on strike, and some others locked out, we thought it right that the President shamgd be there, but he did not shww up, so we decided that if he was a man who would not show up when there was trouble, we might as well replace him by somebody else. The outcome of it was that a new President was elected.

Q And, of the nine members of the Council, you say six wee present, including yourself?

A Yes.

Q Was the resolution replacing Mr. Gignac carried unanimously?

A Yes, unanimously. There were about five hundred people in the Hall at the time, and you should have heard the clapping and cheering that went on when we passed this resolution.

Q I thought it was a resolution of the Council?

A But, we have public meetings. There is nothing secret in our order. You can come to the Meetings if you want to.

Q So that the vote waw really cast by the faction

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present?

A No. Only the members of the Council voted.

Q But, your members get notice of the Meetings and when they are going to be held? How did all these members happen to be there that night?

A Well, because the Meeting was advertised in the papers and furthermore, the people were out, and were not working, and it was natural that they should be there to see what went on.

Q So that the people who were present at that Meeting were the people who were out on strike?

A Of course.

Q And, they naturally did not represent Mr. Gignac's faction?

A He has no faction in Montreal, of any kind. Because all the people were out in Montreal, apart from Hochelaga Mill.

Q At any rate, their views were not of the same complexion as the views held by Mr. Gignac? They were out, and he was against going out?

A Well, I suppose they were not satisfied with the conditions that were offered to them, and they decided to go out.

Q So that after Mr. Gignac declared himself against the strike, he was replaced at a Meeting of the strikers?

A No, you are mistaken. He was not replaced at a Meeting of the strikers. He was replaced by the Council, and they were not strikers.

Q But, he was replaced at a Meeting at which there

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were 500 strikers present. They were present just the same as everybody is present here just now.

Q He claims that your action in replacing him was illegal?

A He never wrote to the Council saying that his successor was not elected legally.

Q You have not had any meeting since that time?

A Yes sir, we had a meeting, and we are going to have one next Saturday - just as the by laws call for. We have our meetings call for. We had one on the last Saturday of the month and we shall have another next Saturday.

Q Is Mr Gignac a member of the Council still?

A No sir, he is not.

Q Was Mr Ouelette a member of the Council before he was elected President?

A yes sir, Vice President for the District of St Hyacinthe.

Q Who is replacing Mr Gignac on the Council?

A Mr Joseph Demers

Q Where does he belong to?

A Magog.

Q Who appointed him?

A The workers of Magog when I was there two weeks ago. They had a big meeting there. There were about 600 textile workers present, and they appointed Mr Joseph Demers to replace Mr Gignac for the district of Magog. We had a meeting in the English Protestant church there.

Q Over what period does your connection with the Canadian Cotton Workers extend?

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A Since it was founded.

Q I understand that your federation was only founded in 1906?

A Yes

Q Were you active in their affairs before that time?

A Well yes. When the mule spinners had a little strike I was interested with them, but not much. I was working in the mill at the time.

Q In the Hochelaga mill?

A Yes

Q In what capacity?

A Well, the man who took my place calls himself assistant manager, but I was only a clerk.

BY THE COMMISSIONER:

Q When was that?

A Well, I have been working in the Police Court for the last three years. I was three years and a half as clerk for Mr Taylet.

Q When was this little strike of the mule spinners?

A That was in 1904.

Q During the fall?

A Yes

Q You were in the mill then?

A yes I was

Q That was here in Montreal?

A Yes

Q Wasn't there a strike at Magog?

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A yes sir

Q What was this trouble about in Montreal?

A It was the mule spinners. They were asking for more pay. They were not earning anything and they were asking for more pay. They were earning about $7.50 a week.

Q In what mill was that?

A Hochelaga mill.

Q In the fall of 1904?

A Yes

Q How many were there?

A Twenty one.

Q were they out long?

A About 3 or 4 days.

Q What was the result of that strike?

A Three or four of them were discharged and they had to go back at the old wages, some of them a little less. That was the result.

Q Was there a strike at Magog that same fall?

A yes, but I was not interested in it.

Q Here at Hochelaga there were about twenty of them out on strike for 4 or 5 days,?

A Yes

Q Was there any trouble at Magog?

A There was a strike at Magog when they had the militia out, and there were abut fifty of them arrested. That was also in 1904.

BY MR MONTGOMERY:

Q Was 1904 the first strike?

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A Yes, I was working in the mill at the time.

Q

Q After that, you left the Cotton Company, and became a clerk in the Police Court?

A Yes, I was appointed in April three years ago.

Q Why did you leave the mill?

A Because, I found a better job. That is all.

I left the mill in good standing, and I have nothing against Mr Taylor personally. He used me well when I was working there, and Mr Mole used me well too. It is not a matter of grudge, so you need not try to work that point at all.

I left the mill, and when I left the mill I did so in good standing, and since then if I wanted to get any cotton at any time as a favour, I got it. I have no grudge of any kind. I have respect for the officials of the company, just as much xkf as they have for me, even if I am a "Labour Agitator" as they call it.

The only reason I am work ng in this matter is because the Textile workers are not etting paid and when this investigation is through I believe the people of this country at large will be satisfied that they are not being used right. I do not mean to say that this is being done by Mr Gordon or by Mr Mole, but it is being done by some others.

THE COMMISSIONER: Mr Gordon has handed me a statement shewing the number of employees in the mills controlled by the Dominion Textile Company, both male and female, and those under 18 years as well as

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over 18 years of age.

BY MR GORDON: I would like to state that on the former statement filed the total number of employees is given as 6,111, while the statement handed you now only shows 5,500. Of course that statement was made up recently, and we have not been working full. This statement was made up within the last two or three weeks

THE COMMISSIONER: The first statement shews the total number of employees as being about 6,100?

BY MR GORDON: Yes, but that was made up some time ago, probably 3 or 4 months ago. That statement was made up about the beginning of our year. The other one was made up within the last few days. That is the reason it shows something less than the first statement. The first statement was made up when we were working full and every hand was in.

THE COMMISSIONER: The statement that has just been handed to me showing the employees under 18, the employees over 18, the number of males and the number of males will be filed as Exhibit number 13.

BY MR GORDON: You will notice by that statement that there are a great many more men than Mr Paquette said.

THE COMMISSIONER: The work erased on the statement are "Total number of men ". I presume that means "males" because the distinction is not made between 18 and over 18. The total is 2910. The total number of females employed is 2628, of which number taking employees both male and female, 1505 are under 18

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and 4033 are over 18 years of age.

BYMR GORDON: That is a pretty correct statement.

WITNESS: Of course the company is in a better position to prepare a statement of that kind than we are.

MR GORDON: I may say that we did not prepare this statement for this investigation at all.

WITNESS: Of course when I speak about men, I do not speak about boys. I was referring to men who have families, or who are over 21 years of age. I knew there are lots of young boys working there.

THE COMMISSIONER: I am anxious to get the groundwork of this as complete as possible, so I will ask you a few questions as to strikes generally.

Q.- Do you know of any strikes in the cotton mills in the province of Quebec between 1900 and 1904

A There were a couple of strikes in Valleyfield.

Q There was a strike in Valleyfield in October 1900?

A Yes

Q And there was a strike in Valleyfield in October 1901?

A Yes

Q Do you know of any others?

A No.

Q There was not any at the Montreal mills?

A No.

Q Nor at Magog?

A No.

Q So far as you know the only strikes at the cotton mills in Quebec between 1900 and 1904 were the two

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strikes at Valleyfield?

A Yes

Q Then, coming down to 1904 I understand there was a strike at Hochelaga in the fall of 1904, where about twenty mule spinners were on strike?

A Yes

Q You do not remember the exact date of that strike?

A No, I cannot tell you the exact date.

Q Would it be in the month of September?

A About that time. I think you could get that from the mule spinners If you put Mr Pafard in the box he could tell you that. Mr Pafard is not working at the present time, and he will be here tomorrow if you need him.

Q You were clerking in the mills at that time?

A yes

Q Were you interested in the strike at all?

A I spoke to the boys, but I did not take any interest in the strike.

Q As I understand it, that strike only lasted four or five days?

A Two or three days.

Q And resulted in five or six of the mule spinners losing their positions?

A Yes

Q Was there a strike of the loom fixers as well?

A About the same time.

Q That was in Hochelaga?

A Yes

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Q Was that strike on the same days or different days?

A Different dates. Hochelaga is a hot bed for strikers.

Q Who could tell me about that strike?

A I think I could. I will give you the dates.

Q How many were affected by that strike?

A Twenty three loom fixers were affected. I dont think they were more than half a day out. The whole thing was quashed up, and four or five of them lost their jobs.

Q You said they were out two days?

A Well, it was a very small affair.

Q The mills were not tied up?

A No.

Q And, they were not tied up by the other strike?

A No.

Q Do you know whether there was a strike at Valleyfield in 1904?

A They have a yearly strike up there. Every year they have a strike.

Q I thought you said they did not have any in 1902, or 1903?

A Well, in regard to the Valleyfield question I would not be able to state, because I only got interested in the cotton movement in 1905.

Q There may have been some there?

A I think there were

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Q Do you think there was one in 1904?

A They have one every year.

Q How do you account for that?

A Well, it is because they are not getting paid. It is because they are not used right.

Q Do they win out as a result of the strikes?

A Sometimes they do and sometimes they do not.

Q You say they have a strike every year because they are not getting paid, that is one year's strike may be against them, and they may get more the next?

A That is the only way they can get an increase.

Q Now, you say they are not used right. Is that a matter of wages, or a matter of treatment?

A Both a matter of wages and a matter of treatment

This company has paid in Hochelaga (that was before Mr Gordon was interested in it) 22 per cent dividends, and the employees were working for 75 cents a day.

Q That was the Dominion Cotton Company?

A Yes, they paid 22 per cent dividend.

Q Did the Dominion Cotton Company control the mills at Hochelaga?

A It was another company. They were not combined as they are at the present time.

Q When did the Hochelaga mills come under the control of the Dominion Textile Company?

A Four years ago.

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Q That would be in 1904?

A On the 1st of January 1905.

When I was in Magog when they had that strike in 1905, fathers of families were working for seventy five cents a day. You are asking me whether they are not contented. Well, just imagine a man who has a family to support, and who is obliged to work for seventy five cents a day. How can you expect him to be contented?

Q Who owned the Hochelaga mills prior to 1st January 1905?

A The Dominion Cotton Mills. There were boys working for 35 cents a day. More than that, there were girls earning 55 cents a day, and out of that they had to pay their board and dress themselves.

Q Did the Dominion Cotton Company own any other mills apart from the Hochelaga mill, prior to the 1st of January 1905?

A Yes, they had one at Brantford

Q I mean in Quebec?

A They had St Ann's and Magog. That is all they had in Quebec that were running.

Q On the 1st of January 1905 the mills at Magog, St Ann's and Hochelaga came under the control of the Dominion Textile Company?

A Yes

Q Had the Dominion Textile Company been in existence before this?

A / No.

Q It was formed before this?

A Yes

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BY MR MONTGOMERY: The Dominion Textile Company was a holding company which took over several of those other companies.

WITNESS: They own all the mills around here with the exception of Valleyfield, and I suppose the Valleyfield mills are run by the same directors. I think Mr Gordon is one of the directors of the Montreal Cotton Company at Valleyfield, and at the same time he is Vice President of the Dominion Textile Company.

THE COMMISSIONER: The Dominion Textile Company has an interest in the Montreal Cotton Company?

MR GORDON: Yes, we hold some of the stock.

THE COMMISSIONER:

Q You say there was a large strike in Magog, Mr Paquette, in the fall of 1904?

A Yes, that was the time they had the militia up there and forty or fifty of them were arrested.

Q Who can tell me about that strike?

WITNESS: Do you want a man from outside the city or one from the city?

THE COMMISSIONER: Well it does not matter where he comes from as long as he can give me the information. I want to find out what was the cause of that strike and any other particulars about it?

A Well, I know they were asking for more pay. I think the best man to tell you about that strike would be Mr William Demers, of Magog.

Q Can you think of any other strikes that occurred in 1904?

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A I think they had a strike in Kingston, not very long ago.

Q That is outside the Province of Quebec?

NO ANSWER

MR. GORDON I do not think that amounted to anything.

WITNESS They never amount to anything, when they cannot help themselves.

BY THE COMMISSIONER

Q Do you think that was in 1906?

A I know there was a strike there.

Q Are there any cotton mills at Chambly, Quebec?

A There is a woollen mill.

Q Does your organization extend to that?

Have you a Branch of your Organization there?

A Yes, we did have a local up there. We have no local there at the present time.

Q There was a strike there?

A Yes.

Q Did the local go to pieces after the strike?

A Well, it is a small Company, and they have no other means of earning their living around there. When we had the strike there they had to do one of two things, either go back to work, or go some place else. In Chambly they have to work in the Mill or starve, so we thought we might as well let them work in the mill, and it is all over. We told them that we did

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not think it would be a success, because it is a small town, and there is nothing else to do.

Q Do you know of any strikes in 1905?

A I do not know of any strikes that amounted to anything in Quebec.

Q Were there any that did not amount to anything?

A No, not in the Province of Quebec. I think there were some at Valleyfield. There is a strike there every year.

Q In 1906?

A There was this strike I speak of.

Q That is the strike which occurred at Hochelaga in April?

A Yes, and there was one in Magog in July.

Q In April 1906 there was a strike at Hochelaga and twenty one went out, asking for more pay?

A Yes.

Q Then, at the end of the first week of May, I think you said, they were joined by others, making in all about 900 or 950?

A Yes.

Q And they were out for a week at the Mills at Hochelaga and St. Anns?

A Yes.

Q And, the up shot of that was that they got ten per cent increase all around?

A Yes. As a matter of fact, it was a little more. We had an average of fourteen per cent counting everything. We were perfectly satisfied, and we would have

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this spring too, if there had been no reduction.

Q Can you give me the exact date in April when that strike took place?

A It was during the first week.

BY MR. GORDON I think it was the second of April, was it not?

WITNESS I think it was about the first week of April.

BY THE COMMISSIONER

Q Then, those twenty one men were out for the whole month of April?

A Yes.

Q Until the end of the first week in May, when they were joined by the others?

A Yes.

Q Then, they were all out for a week?

A Yes.

Q And, at the end of the second week in May, they all went back, with an average increase of 14% ?

A Yes.

Q And there was no Union there at that time?

A No, none.

Q Then, on the second of July there was a strike at Magog, because of the refusal of 300 men to sign an agreement not to join a Union?

A Yes.

Q And, these 300 men were locked out?

A Yes.

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Q And, they were joined by the Mule Spinners at Hochelaga and St. Henry?

A Yes

Q Only the Mule spinners?

A Yes.

Q When did the Mule Spinners join these other employees?

A During the second week of July, and the Mule spinners stayed out four days.

Q Do you remember whether it was the second week or the third week in July?

A It was the third week.

Q At the beginning of the week?

A It was on Monday. I think they went back to work about Wednesday or Thursday.

Q On Monday of the third week of July the Mule spinners at St. Henyy and Hochelaga joined the men who were out at Hochelaga?

A Yes.

Q Did everybody go out at Hagog?

A I think on Monday the gray mill went out. I should judge that there would be about 600.

Q Do you mean the third week of July?

A No, the seoodd.

Q At that time there were three hundred men locked out?

A Yes.

The rest of the grey mill went out, and some of these were replaced by others. Ishould judge there

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A Yes.

Q Did everybody go out at Magog?

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Q Do you mean the third week of July?

A No, the second.

Q At that time there were three hundred men locked out?

A Yes.

The rest of the grey mill went out, and some of these were replaced by others. Ishould judge there

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would be about 350 , besides the 300 that went out.

Q What were they? Mule spinners?

A Textile workers. Machinists, weavers, spinners, and so on. Then, the printing room, where there are about 250 employees went out on Wednesday.

Q That would be the fourth of July?

A Yes. About 250 went outthen. I should judge there were about thirty five or forty who stayedht work.

Q So, 250 from the printing mill went out in addition to the 350 that went out two days before, and the three hundred that were locked out. That would make about nine hundred altogether?

A Yes, that is about right.

Q How long were they out?

A About two weeks and a half. It was settled on the Tuesday of the third week of July, 1906, and they wanted to have a holiday, so they went back on the Thursday morning.

Q That is to say, they agreed on the Tuesday that they would go back on Thursday?

A Yes, and every man got his old place back, and they had an increase of, on average, twelve to fourteen per cent.

Q You are speaking of Magog, only, now?

A Yes. Everybody was put back to his or her old job. The employees were not sacrificed at all.

Q Then, on Wednesday of the third week of July the spinners at Hochelaga and St. Henry went out?

A On Monday.

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Q How many of these were there?

A About seventy five mule spinners.

Q And, what happened to them?

A They went back to their old jobs.

Q When did they go back?

A On Friday. I had lots of trouble to get them to go back too.

Q Didthey get their increase?

A They were only striking to help the others at Magog.

Q It was what you would call a sympathetic strike?

A Yes.

Q They did not get anything for their help?

A No, because they had their increase during the month of May. Those Mule spinners had their increase in the same year.

Q Do I understand that the Mule Spinners at Hochelaga and St. Henry got an increase in May?

A Yes.

Q How much?

A Eighteen per cent. All the Textile Workers in Montreal had an increase of fourteen per cent.

Q What about the Mule spinners at Magog?

A They got their increase as a result of the strike.

Q The Mule spinners at St. Henry and Hochelaga received a Volunatry increase of 18per cent?

A Not a voluntary increase. They were on strike in May 1906. It was as the result of a strike that they got it.

Q No one went out at Hochelaga and St. Henry apart

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from the Mule Spinners.

A No, just the Mule spinners.

Q And, they were out from the Monday till the Friday?

A They went back on the Friday.

Q Was there any further trouble that year?

A No, there were sometimes little differences of opinion, but there was no strike.

Q Then, the next strike appears to have been a strike which occured in April 1907, at Chambly? That is the woollen mills?

A Yes. We had a strike there. The Officers of the Union were discharged, and if I remember right Mr. Dubreuil was up there to settle it with Mr. Ouellette, and to see if it was possible to get them back to their old jobs.

BY MR. MONTGOMERY

Q It is a comparitively small plant?

A I should judge there would be about a hundred and twenty five people working there. It is a very small affair. They get paid once a year.

BY THE COMMISSIONER

Q Do you remember any other strikes in the Cotton Mills in the Province of Quebec, during the year 1907? Was there not a strike in Valleyfield during the month of June?

A Yes.

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Q Which lasted from June 17th to June 24th?

A Yes.

Q Was that their Annual strike?

A That was their Annual strike.

Q Then, they had two that year, because they had another in August?

A The Mule spinners had a strike in June.

Q Fifty three were directly affected?

A Yes. That was the Mule spinners. There was one mill there, which is called the Gault Mill, and they could not make anything, so the Mule Spinners went out and the others kept them Company and went out too.

Q What was the result of that strike?

A They had an increase.

Q How much of an increase? Do you know?

A In the Gault mill they were put to work by the day, and they could not earn anything. That was exactly what they were looking for, and they said "If they cannot earn anything, put them to work by the day". A trial was made of it at the suggestion of Mr. Simpson, and the result was that they had an increase of about ten or twelve per cent.

Q That was simply the Mule spinners?

A Yes

Q Were any of the others who went out directly affected?

A Not during that month.

Q You had a local there at that time?

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A Yes, we had three locals.

Q Were you up there then?

A After the strike was declared.

Q Then, on August fourteenth, there appears to have been a strike at Valleyfield, which lasted until the twenty fourth of the same month?

A Yes.

Q That was a misunderstanding in regard to some agreement.

A Yes. It was understood between the General Manager and the employees during the month of May that they should have a n increase of ten per cent. The Textile Workers pretended thatthis ten per cent was not spread as it ought to be spread. Some of the employees were getting fifteen per cent, and some others were getting less than the ten per cent. The result was that they went on strike. There were 2300 people interested in that. They went back to work with the understanding that we would try the Lemieux Law and see how it would work.

Q And, Mr. Acland and Mr. Dubreuil came there?

A Yes.

Q Were any increases granted at that time?

A No.

It was understood by the Company and by the workers that we should not arrive at any agreement of any kind with them, but that we should go back to work, and try the Lemieux Law. When the Lemieux Law was tried, they got what they asked for.

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Q In what way do you mean?

A Well, this ten per cent.

It was proved at the investigation that the ten per cent which they were entitled to on some kinds of cloth was not given to them. Some others did not get it who were working by the day. It was understood that they were to get their increase , and they got it

Q So, the arra gement worked out satisfactorily?

A Yes.

Q And, it amounted to an increase?

A Yes.

Q Of how much?

A Well, it was a matter of about two and a half or three per cent, because when we calculated the prices on weaving, they were not calculated right. They calculated them right enough, according to the figures of the Company, but it came out at the investigation that there was some error somewhere.

Q Any way, the result of the arrangement was an increase of two and a half or three per cent, in favor of the working people?

A In favor of the weavers.

Q How many weavers were there?

A Well, I should judge there would be about a couple of hundred weavers interested, because in some of the lines they were paid right.

There were other complaints too.

Q Were those other complaints adjusted?

A Yes, everything was made all right. It came out

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a l right. We did not have any troubel.

Q Now, as I recall that arrangement at Valleyfield, the two parties agreed that there should be a Board established at which each should be represented, and if any grievance should come up, the important p oints would be submitted to that Board?

A Yes.

Q And, this Board met while Mr. Dubreuil and Mr. Acland were in Valleyfield?

A No, they were appointed afterwards.

Q They made the arrangement for the Board, and the Board was established. After the Board was established it was understood that they were to appear before it?

A Yes.

BY MR. MONTGOMERY

Q Was that a joi nt Board?

A Yes, employers and employees.

BY THE COMMISSIONER

Q And, they met after Mr. Dubreuil and Mr. Acland left?

A Yes. This Board n ever had any Meetings , because there was never any trouble after that.

Q There have been no Meetings of the Board since?

A No, there was no trouble of any kind.

We had a business agent up there, and it seems that both sides were a little afraid of this Board, and whenever there was any trouble of any kind, he

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would go to Mr. Simpson, or to the overseer who was interested in the matter, and the thing was settled right there, so the Board did not meet.

Q That is the great advantage of a Board, that rather than even have the grievance made the subject of an investigation, the party in the wrong adjusts it immediately.

So, the effect of the Board was the settling of the little differences without the necessity of calling the Board?

A They were settled, and we did not have any trouble of any kind in Valleyfield from the time of the strike until the last reduction of ten per cent was posted up.

Q Do you think if that Board had not been in existence those little differences which might have arisen would make trouble?

A Well, I used to go to Valleyfield every week, and every time I would go, when I would get to the hotel, I would have twenty five or thirty grievances, but from the time of the appointment of the Board, until the last trouble in regard to the ten per cent reduction, everything was all right and satisfactory.

Q You think, then, that the Board was of material service there?

A Yes.

Q How is it that the Board was not called to act in connection with this trouble the last time? That is in connection with this strike, which occurred in May?

A Because the Board was not in existence. It was

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understood by the agreement that the Board was in existence only until the fourth of May, The fourth day of May the Board went out of existence, and the reduction came up.

Q Was there an engagement that the Board should only last from August 1907 until May 1908?

A Yes

Q Why was the time so short as that?

A Well, it was agreeable to both sides that way. It was agreeable to them, and it was agreeable to us. When this Board was appointed, it was appointed with the understanding that they should not act in any wage question, increase or decrease.

Q Do you think that was a good clause to have?

A No, I did not think it was a good clause, but, of course, we had to give in.

Q What do you think of Boards of conciliation, as a means of adjusting differences between employers and employees?

A I think it is a good thing, and I believe it very often happens that these troubles come up as a result of a misunderstanding.

Take this last trouble for instance. I believe if we had sent a man up there with some back bone about him to see Mr. Mole there would have been no strike.

There is always a way of fixing those things.

Q You think if there had been a standing Board in

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this industry to which the employers could make certain representations, and the employees certain other representations, and if there was an understanding that any change of wages, or any other matter respecting the condition of the employee or the employer should be brought before that Board; that there would have been no trouble ?

A No trouble of any kind. I think more than that, that in instead of posting up their notice of a ten per cent reduction, if they had called the Officers of the Federation and talked the matter over with them, as men can talk, amongst ourselves, we could have arranged the matter without a great deal of difficulty, just the same as if you had a standing Board. I think everything would have been all right.

Q Then, if I understand you rightly, your opinion is that parties are apt to be reasonable if facts are explained to them?

A Yes.

Q And, what is wanted is some system where in all cases it may be established what the facts are, and each party may arrive at an understanding with the other?

A Yes.

Q You think if such machinery could be devised it would minimize strikes?

A Yes, I believe so; because we have tried it for two years, and we got along pretty well.

Q This Valleyfield strike resulted in an increase of

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two and a half or three per cent for the weavers and a clearing up of a lot of misunderstandings?

A Yes

Q And the Conciliation Board was only in existence until May 1908?

A Yes

Q That was the understanding at the time?

A Yes

Q b But, while it lasted, it was the means of preventing any further trouble?

A We did not have any further trouble of any kind.

Q Theb, in September 1907, there was a strike at Montmorenci Falls?

A I was up there in the summer. I dont know if it was in September.

Q I refer to a strike affecting some thirty five persons?

A That was the spinners, not the mule spinners. We had an increase of wages there in July 1907.

Q In July 1907 there was an increase of wages at Montmorenci?

A Yes

Q Was that given voluntarily?

A In May 1907, as Mr Gordon made the remark yesterday, there was a general increase of 10 per cent throughout the whole province of Quebec

Q To all textile workers?

A Yes, throughout the province of Quebec. This was given by the company becaue we were making out our price lists and they thought it might be more than

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ten per cent.

Q That is, to all the workers belonging to the Dominion Textile Company?

A And to the Montreal Cotton Company.

Q Did that inclue all classes of labour?

A Yes

Q Do you remember what date in May that was?

A It was the first Monday in May. I cannot recolle the date.

Q It took effect on that date?

A yes.

In July when this ten per cent increase was given the textile workers were not satisfied, because they pretended this ten per cent was not as it ought to be given. Some were getting too much, and some others were not getting enough.

I was up there in July and we had this ten per cent increased to twelve and a half per cent that is, two and a half per cent more, and with a better distribution.

Q That was only in Montmorenci?

A Yes

Q Was it in July that you were at Montmorenci?

A Yes

Q And, all the employees got an increase?

A The increase was given to all the employees. The mule spinners had an increase of 8 per cent

Q In addition to the ten per cent?

A yes, in addition to the ten per cent. The idea of this was because they were away down as compared with

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the other mule spinners in the Province of Quebec. This 8 per cent was to even up matters.

Q The Montmorenci scale had been considerably lower than at the other mills?

A yes

Q And after that strike there was an increase of 2½ per cent to all the employees at Montmorenci, except the mule spinners, who got an increase of 8 per cent?

A Yes

Q What time in July was that?

A I got there on the 3rd or 4th of July and I stayed there two weeks.

Q You heard that they were dissatisfied?

A Yes

Q And, you went down ther e?

A Yes, they sent complaints to me.

Q And, as President of the organization you looked into the matter?

A yes, they sent written complaints, and of course I helped them out.

Q That would be about the third week in July,

A yes sir

Q When did you begin revising your schedule? In March?

A we generally do. Every spring, in March, we get ready to make up our price lists.

Q Now, in July they got this increase at Montmorenci, yet there appears to have been some trouble

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there in September?

A In Montmorenci?

Q Yes?

A Oh, yes. That was a crowd of young girls spoolers. The price list was made so that they s hould get paid by the box, and it happened that it was more of a box and a half after they got their increase. They were piling up the roving over the box, and the girls objected to it. They said "We will get paid by the weight now, instead of getting paid by the box", and it was done that way. The price list was set at so much per box, and everybody thought that a box was a box and not a box and a half. When they asked for the increase they commenced to pile up the box away over the top, so that they were worse off after the increase than they were before.

I looked at the box, and said "There is no sense in that at all. Those boxes should count a box and a half". Finally, we made an agreement that they should be paid by the weight instead of by the box.

Q How many girls were there in that?

A I should judge there were thirty five or forty .

Q And they were the ones who stopped working?

A They walked out and said they would not work.

Q How long were they out?

A Three days.

Q From the 19th to the 23rd.

A Yes

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Q And, work was resumed under the new agreement and they got paid by weight instead of by the box?

A Yes, and everything was all right.

Q Was that equivalent to an increase, or did it just gain for them what they thought they had before?

A It just gave them what they thought they had before.

I heard last week that they are fixing the scales. They cannot do that in Montreal, because their scales are inspected by scale inspectors. In those country places, however, they can work the scale as they want to.

Q I think all these disputes about such things as this could be settled before the Board?

A If the workers had a place where they could say what they have to say, everything would be all right.

Q According to you there is nothing like having an outlet?

A Yes. They have to go to the overseer and lay the complaint. I do not believe they are always right, for sometimes they are wrong. When they go to the overseer to complain, what is the result". "Tu n'est pas content, sacre ton camp" That is the way it has been for over 25 years.

Q Those spoolers were all taken back, I suppose?

A Oh yes. The superintendent in Montmorenci is a very liberal fellow. He is all right

Q In October of 1907,(if I understood Mr Dufresne rightly yesterday) the hours were reduced to 40 per

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~~xxxk~~ week?

A Yes

Q Was that the first reduction in hours that had taken place?

A Yes, that was the first reduction in hours that had taken place for the last 2 or 3 years.

Q The men were only working 40 hours per week?

A Yes

Q In all the mills?

A No; in some of the mills they were working 45 hours. That was in Hochelaga and st Ann's. You might put it to three mills because in St Henry they changed it a week or two afterwards. You might as well put in Magog too.

In Montmorenci, outside of the mule spinners you might include also. The mule spinners worked day and night. They pretended that they had orders for hosiery.

Q Why do you say they "pretend" that?

A Because they were making filling. They knew that this strike was coming on and they got r eady for it. They piled up their filling ahead, so that when the mule spinners went on strike they had filling. They were loaded up with thousands and thousands of pounds of filling. That would keep the others working. They would not do it here, because the mule spinners would not do it for them. They tried it, but the mule spinners would not let them do it.

Q The people at Montmorenci thought that this was

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a good time seeing that the company was doing a good business?

A They did not strike. During the strike we found out that there was filling ahead somewhere

Q The hours had been 45 per week before they were reduced to 40?

A Yes, they were working till Thursday night, then they changed it. It was 45 hours per week and they cut it down to 40.

Q What had it been before they cut it down to 45?

A 60 hours per week.

Q When did the change from 60 hours per week to 45 hours per week take place?

A In the month of October

Q October 1907?

A Yes

Q That was when things began to look blue?

A Yes, that was the time they commenced.

Q At Hochelaga, St Ann's, St Henry and Magog,

A Yes

Q was there any reduction of hours at Valleyfield,

A The same thing; not in all the departments, but in several departments.

Q Did it affect all the departments at Hochelaga St Ann's and St Henry?

A Yes -- well, sometimes they might make a department make a little longer in order to keep up with the rest, but that was the average.

Q In most of the departments?

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A Yes

Q Had they been working 60 hours per week for a few years previous to that?

A Oh yes, for the last two years any way. They had lots of work too.

Q What were they doing before those two years? Did they ever work 70 hours per week?

A No.

Q Sixty hours per week is the ordinary ten hour a day six days per week?

A Well they did not work on Saturday afternoon

Q Did they run over ten hours on the other days?

A Yes. They commenced at a quarter past six in the morning, and got forty five minutes for dinner, and they worked till six o'clock at night.

Q In all the mills?

A In all the mills, That is, when they were in full time. In winter when it is cold you will see little girls, hardly dressed, at the mill gate at a quarter to six in the morning.

Q At which mills?

A Any one of the mills here in the city of Montreal. If they get there two minutes after the time the doors are locked, and they have to stay there for fifteen minutes ~~mmmx~~ waiting in the cold weather in the winter, They do this as a fine, as a punishment.

Q And it was in October that they reduced them to 45 hours per week?

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A Yes

Q Did they still start at that same early hour?

A yes, for a while. We objected to it, and said "If they only work 45 hours a week, why dont they let the workers start at half past seven or seven o'clock in a morning". Well, finally, after kicking for a long time, and raising a little flurry here and there they made them start at half past seven in the morning.

Q When they worked only forty hours a week, do did they keep the mills open every day in the week?

A No, they closed them.

Q On what days?

A They closed them down on Thursday night

Q That is to say, the mills were closed on Friday and saturday?

A Yes

Q They only worked four days a week?

A Yes

Q And, they began at half past seven in a morning?

A Yes, and finished at half past four in the afternoon, making the forty hours, four days.

Q And the payment in the mills is by the hour?

A No, some of the employees work by the piece, and some others work by the day. The majority work by the piece

THE COMMISSIONER: In the statement of wages, Mr Montgomery, which I have asked for, I would like

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you to indicate the average weekly earnings of the different people whether they are working by the piece, or receiving a daily wage. Of course if they are receiving a daily wage it can be easily figured out.

WITNESS: In the report to be presented, I would like to know whether the overseers who are getting $5 a day, and the superintendents who are getting $5000 a year, and the general manager who is getting $10,000 a year, will be included in the average.

MR MONTGOMERY: I dont suppose that Mr paquette will contend that the manager has anything to do with it

THE COMMISSIONER: Mr Paquette simply draws the inference that it would be possible by a re-arrangement of the prices to raise the average wages of the employees by including the higher salaried officials.

WITNESS: When I made the statement yesterday that the wages of the producers averaged 87 cents a day, I did not, of course, include the salaries of the superintendents or officials. Here the average wage is 87 cents per day, whereas in Massachusetts it is $1.27. I am now speaking of the producers, the weavers, the spinners etc. I am not speaking of the superintendents, overseers or managers.

THE COMMISSIONER: Quite apart from anything that Mr Paquette says, I think I would like to have the information myself. I am not likely to make any use of it that is not absolutely necessary.

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AND IT BEING ONE O'CLOCK THE FURTHER EXAMINATION OF THIS WITNESS IS CONTINUED TILL HALF PAST TWO IN THE AFTERNOON

R E C E S S

AND AT 2.30 PERSONALLY CAME AND REAPPEARED THE SAID WITNESS

WILFRID PAQUETTE

AND HIS EXAMINATION WAS CONTINUED AS FOLLOWS:

THE COMMISSIONER: Before taking up the exxxxingxxx happenings of this year, I would like to see if I have correctly understood what you said in reference to the different changes in wages, and changes in the hours of work which have taken place in the cotton mills recently.

I understood you to say Mr paquette, that you were not aware of any increases or decreases in wages between 1900 and 1906?

A None. There was never any general increase between 1900 and 1906.

Q Any increases that may have taken place were individual increases?

A Well, a man might go up like myself, while I was working for the company. If I believed I was worth $25 more; I went up to the superintendent and said to him "I believe I ought to have $25 more than last year", and if I deserved it, I got it.

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Q Do you know whether there were any general increases in the mills during that time?

A No, there were none.

Q Do you know whether there were any general decreases during that time?

A There were no general decreases

Q Were the hours of work changed between 1900 and 1906?

A Well, we have worked on short time before. Take the Hochelaga mill here, they have a contract with the Montreal Light Heat and Power Company under which they cannot work after four o'clock in the winter. Of course they have to work on short time during the winter because they cannot get any power

Q How long have they been doing that?

A I guess for the last eight or nine years.

Q That is, in the Hochelaga Mill?

A The Hochelaga mill and St Ann's

Q They work short time during the winter?

A yes, because they are worked by electric power and they have a contract for 20 years with the Montreal Light Heat and power Company. Under this contract they cannot work after 4 o'clock in the afternoon, because they cannot get any power

Q How many hours a day do they work during the winter?

A They stop at 4 o'clock.

Q Do they begin at quarter past six in the morning

A Yes, they work 50 hours a week.

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Q What months would that be?

A It generally commences in November and runs right up to April

Q Does any rule of that kind hold at Valleyfield or at any of the other mills?

A No.

Q Then, if I understood you rightly the first general increase was the average increase of fourteen per cent which was given to all the workers at Hochelaga and St Ann's during the second week of May 1906?

A Yes

Q When the mule spinners received 18 per cent increase, and the other employees about 12?

A Yes

Q On the 13th of July 1906 there was an average increase of from 12 to 14 per cent at Magog?

A Yes. They had the same increase at St Henry mill in May.

Q What about Valleyfield?

A They did not get it. They were not organized at the time and they did not get anything.

Q Did anyone else get it apart from Hochelaga, St Ann's and St Henry?

A Not that I know of. Not in the province of Quebec.

Q Then, in the third week of July there was an average increase of from 12 to 14 per cent at Magog.

A yes

Q Was that increase granted anywhere else?

A No.

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Q That was the result of a strike at that time.

A Yes, xxxxxxxx

Q And, those were the only increases that you got in the year 1906?

A Yes sir

Q Do you know of any decreases?

A No.

Q was there any change in the hous of work in 1906?

A No.

THE COMMISSIONER: Mr Montgomery, I would like you to get from the Dominion Textile Company and the Montreal Cotton Company a statement of the changes in wages and in the hours of work during the past eight years, that is from 1900 up to the present time. I would like to know of any general increases or decreases either in the wages or in the hours of labour during those eight years.

Of course, I need hardly say that I would like to have the statement as accurate as possible.

I want this for the purposes of comparison.

MR MONTGOMERY: I will taketthe matter up with the proper officials and will have the statement prepared

BY THE COMMISSIONER:

Q In the month of May 1907 there was a general increase of ten per cent to all the textile workers in the province?

A There was one in Valleyfield given by the company

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Q That was the result of a strike at that time.

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in February That was an increase of 5 per cent

Q Do you know the date?

A It was the first week in February. That was given by thecompany' We were just getting organized and they gave that five per cent increase. We did not ask for it, they gave it voluntarily.

Q To all the workers at Valleyfield?

A yes

Q Then, the ten per cent increase given on the first of May was to all the textile workers in the province of Quebec?

A Yes

Q That would include the men, girls, women and boys at Valleyfield who received the voluntary increase in February?

A yes; they had to ask for it in Valleyfield too. There was no trouble of any kind.

That ten per cent was given voluntarily by the company. Some of the help were not satisfied with the ten per cent, and it was raised two and a half per cent I think.

Q When was that?

A In May.

Q At Valleyfield?

A No, in the Dominion Textile Company's mills at Montreal

Q At Hochelaga?

A Hochelaga, St Ann's, St Henry and Magog also.

Q was it raised at all those places?

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A It was raised ten per cent

Q That is the ten per cent increase which you spoke of.

A Yes

Q At Valleyfield also?

A Yes, and Montmorenci.

Q But there was no two and a half per cent in addition to that?

A There was two and a half per cent in addition in the Montreal mills, St Ann's, St Henry and Hochelaga a t that time.

Q They received 12½ per cent?

A Yes. I will tell you how it was. We asked for 15 per cent for everyone who was earning less than $1.50 a day and 12½ per cent for everyone who was earning over $1.50 a day, and we got it.

Q If I understand you rightly, the general increase of ten per cent which the company gave occurred in allthe mills belonging to the Dominion Textile Company and the Montreal Cotton Company?

A In Quebec, yes

Q Then, in addition to that the employees at Hochelaga, St Henry and St Ann's received 2½ per cent extra?

A In May.

As I said, we asked for 15 per cent for everybody who was earning less than $1.50 a day and for everybody who was earning over $1.50 a day we asked 12½ per cent.

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Q That is what you wanted to get?

A Yes

Q Is that what you got,

A yes

Q Then, the operatives got 15 per cent increase at Hochelaga, St Ann's and St Henry?

A yes, those who were earning/less than $1.50 a day.

Q And for those over $1.50?

A 12½ per cent increase

Q And, this was at Hochelaga, st Ann's and st henry

A In May.

Magog had it. I dont remember . if it was in May or in June but they had it a few weeks later.

I think it was the last week in May or the first week in June. I was at the mill at the time to arrange the matter with regard to the 2½ per cent increase and the 5 per cent over the 10 per cent.

Montmorenci had this other increase of 2½ per cent in July

Q That was the third week in July,

A The second or third week in July

Q There was an increase of 8mper cent of the mmle spinners and an increase of 2½ per cent to all the ther emploe es?

A yes, that is right

Q where did Valleyfield come in?

A They didn't come in at all

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Q In August the weavers in Valleyfield got 2½ or 3 per cent increase?

A well it was promised to them but they never got it. It shows how fine the thing was handled

Q You told me today that on the 24th of August they got it.

A Some of them pretended that they had it, and some others pretended that they had not

Q When you spoke of this 10 per cent increase to all the ~~xxxxx~~ textile workers, those who were earning less than $1.50 a day really got the 10 per cent increase plus 5 per cent, making in all 15 per cent.

A Yes

Q Was that all at the one time or was it given afterwards?

A It was given afterwards. The pay roll was rectified, and it was agreed to by the workers and by the company.

Q The correct way of putting it would be that the company volunteered to increase the wages by ~~xxxx~~ ten per cent which went into effect the first Monday in May. Then, later on, in the month the schedule was revised, and those who were receiving less than $1.50 a day at Hochelaga, St Ann's and St Henry, received an additional five per cent.

Q And those who were receiving over ~~xxx~~ $1.50 a day at Hochelaga, St Ann's and St Henry received an additional two and a half per cent?

A / Yes

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Q Then, about the same time, that would be the last of May or the beginning of June -- employees a t Magog received an additional 2½ per cent,

A Yes

Q And on the 24th of June the mule spinners at Valleyfield received from ten to twelve per cent increase?

A Yes

Q And during he third week of July there was an increase of eight per cent to the mule spinners and two and a half per cent to the other employees at Montmorenci?

A Yes

Q On the 24th of August there was an increase of 2½ to 3 per cent at Valleyfield?

A yes

Q Can you think of any other increases during the year 1907?

A No general increases

Q Then, in the month of October 1907, the hours were reduced from sixty hours per week to 45 hours per week, and later on in the month they were reduced to forty hours per week?

A Yes

Q In Hochelaga, St Ann's, and Magog, and St Henry?

A Yes

Q Also at Montmorenci except the mule spinners?

A Yes

Q And in some of the departments at Valleyfield?

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A Exactly

Q You do not know of any further reductions in hours?

A There are some departments that were not working forty hours per week, but of course that was not every week. Some weeks they were working less than forty hours

Q During the year 1908, so far, there have been no general increases?

A No.

Q On the contrary, there was this one reduction of ten per cent on the third or fourth of May, which affected all the employees of the Dominion Textile Company, and of the Montreal Cotton Company.

A yes

THE COMMISSIONER: I will ask Mr Gordon for a statement from the two companies showing any increases which have been given in wages. I have prepared a statement from Mr Paquette's evidence, and I would like to have a statement from the company as well, for the purpose of comparison.

MR MONTGOMERY: Mr Gordon informs me that their records only cover the last three years.

MR GORDON: We only have that information since June 1905

THE COMMISSIONER: I suppose the Vallyfield mills would be able to run back farther than that.

MR GORDON: Yes, I have no doubt they would

BY THE COMMISSIONER:

Q Those two companies include all the mills in the

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Province of Quebec, in the Cotton industry?

A Yes.

Q Now, we come to the year 1908. In March of this year the Federation began its revision of the schedule of prices?

A Yes.

Q You were to bring me one of those schedules?

A I will do so to morrow.

Q Were there any strikes this year?

A Yes.

Q When?

A There was one last May.

Q Refore last May? Was there not a strike at Hochelaga

A No.

Q On the third of March some employee was discharged?

A Yes. I remember now. There was a strike in April.

Q Was it in April or in March?

A It was in March. You are right.

Q From the third to the ninth of March?

A I think so.

Q What was that strike about?

A It was against one of the loom fixers. The loom fixer has charge of so many looms and, of course, the weavers are working on those looms, and the way of acting of this loom fixer was wrong, and they quit over him. That is local No. 2 in Hochelaga decided to refuse to work for this man. They called on me.....

Q (Interrupting) Was he a member of the Union?

A Not at the time. He used to be a member, but he

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had dropped the union.

Q He had dropped the Union prior to the time they objected to his being employed?

A Yes.

Q Did they object because he was not a member of the Union?

A No. They objected because he was rude to the employees.

Q What was the up shot of that strike?

A Well, you have it on the slip that I gave you this morning. You have there the answer of Mr. Mole to them after they were out a week.

Q You say that the members of the Local at Hochelaga did not care for this loom fixer and they objected to work with him?

A Yes.

Q Did they give the Company any notice of their objection?

A Yes. I went up, as President of the Local, and they said to notify Mr. Taylor that he could keep this man if he wanted to, that was his own affair. Of course, it was understood that the weavers were going out, if this man should stay in the employ of the Company. That was on Friday.

I went to see Mr. Taylor and he told me to come back next morning. I went back next morning, and he said that he was not a loom fixer but that he was a second boss.

Q March third was a Tuesday?

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A Yes.

Q And, when did you notify the company that they had to get rid of this man?

A It was on Friday.

Q Friday, the twenty eighth of February?

A Yes. They pretended that they did not want to work with this man.

Q What was the name of this man?

A Joseph Venne.

Q They sent you tosee Mr. Taylor?

A Yes.

Q On Friday.

A Yes.

Q When did you get an answer from Mr. Taylor?

A Iwent back next morning, and the answer was the same - that the Company wanted to keep this man, and we had no right to ask for the discharge of thisman without making our complaints or charges in writing.

Q Did you make any complaint in writing?

A No.

Q When didyou receive this note, filed as exhibit 7?

A That was on the Sunday following the Tuesday.

Q That would be the eighth?

A Yes. They went on strike Tuesday morning.

Q When you spoke to Mr. Taylor he said that if you put your complaint in writing, he would consider it?

A Well, he said he would refer it to the Management.

Q But, you never put your complaint in writing?

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A No.

Q Why did you not act on his suggestion?

A Well, the people who were making the complaints were people who were working in the mill, and they did not feel at ease about signing their names to any complaints at the time.

Q That was the reason?

A Yes.

Q Did you tell Mr. Taylor that?

A Yes. We spoke an hour or two together.

Q Then, on the third of March Mr. Venne had not been dismissed and they went out on strike?

A Yes.

Q You saw Mr. Taylor again at the end of the week?

A After they had been on strike for two or three days we sent in a delegation to see if the matter could be fixed up one way or the other.

Q With what result?

A We got the same answer as we got in the first place

Q From the document filed as exhibit No. 8, dated Hochelaga, March 4th, 1908 I should judge that the men went out on the third, and that The Reverend Mr. Langevin, and Ald. Marin acted as a Committee of Conciliation?

A Yes.

Q And they called upon Mr. Taylor?

A Yes.

Q And, this reply.exhibit 8, is the answer that Mr. Taylor sent?

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A Yes.

Q Did they see Mr. Taylor again after that?

A No.

Q Did they send in any statement in wri ting?

A No.

Q Nothing was done?

A Nothing was done by the Committee.

Q What was the next step?

A I wrote to Mr. Mole on the Sunday following - of course, the people had been on strike a week then. Then, I called Mr. Mole up on the telephone, and I met Mr. Mole and Mr. Gordon in the Office of the Company, one Sunday afternoon. They said "That is the agreement that was entered into between the Company and ourselves".

Q Where did you receive exhibit No. 7?

A I got it right in the Office of the Company.

Q Exhibit No. 7 does not appear to be addressed to any one, but it contains the following -

" We will go into the charges made against Joseph Venne as fully as possible the coming week, and thoroughly examine them, and will arrange the details of the examination in a satsifactory manner, and no one will be molested on account of any part they may take in it".

(Signed) A. B. Mole

General Manager".

A Yes, that is correct.

Q This you received in the Office of the Company?

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A On the Sunday following. I was there myself.

Q That would be Sunday, March eighth?

A Yes.

Q Did Mr. Mole give you this?

A Yes.

Q Did he write it himself?

A Yes.

Q You reported the contents of this to the employees?

A We had a Meeting on Sunday night, and the workers did not want to go back. They voted unanimously to stay out till this man was discharged. I said "Boys, if you keep up this strike in the way things are at the present time I shall drop you right here".

After this they voted to go back to work, and took up their work their work on Monday morning.

Q Did the Company investigate those grievances?

A It was supposed that it was the workers who had made the complaints that should do so. I had five or six affidavits against the man, but we had so much trouble since then that I never presented them. I thought it was just as well to let it go there.

Q So, you did not press the matter any further?

A No.

Q What happened to Venne?

A He is there yet. Just as bad as ever.

Q But, you made no further complaint against him?

A No, we thought it was better not to.

I have copies of the affidavits in my possession

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but we had so much trouble that we did not go any further with it. I did not want to get any body sacrificed and we know what would have been the result to the men who signed those affidavits.

Q February twenty eighth was the day you notified the Company?

A Yes.

Q Did the Local decide to go on strike if the man was not dismissed?

A Yes. I told them " You cannot go on strike u nless I notify the Company ofwhat you intend to do".

Q You gave them three days notice?

A Until Monday night. We gave them from Friday morning until Monday night

Q Do you think three days is sufficiently long?

A Well, they dont generally take three days when they want to discharge a man.

Q What do you think as to the time that should be allowed either way?

A Well, it depends a good deal on whom you are dealing with.

Q Presuming you are dealing with the ordinary business man?

A Well, with the ordinary business man, or with a man whom we could make some deal with, I would give a week or two.

Q And, you would expect to get the same?

A Yes.

Q Do you think if it were the custom in those in-

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but we had so much trouble that we did not go any further with it. I did not want to get any body sacrificed and we know what would have been the result to the men who signed those affidavits.

Q February twenty eighth was the day you notified the Company?

A Yes.

Q Did the Local decide to go on strike if the man was not dismissed?

A Yes. I told them " You cannot go on strike u nless I notify the Company ofwhat you intend to do".

Q You gave them three days notice?

A Until Monday night. We gave them from Friday morning until Monday night

Q Do you think three days is sufficiently long?

A Well, they dont generally take three days when they want to discharge a man.

Q What do you think as to the time that should be allowed either way?

A Well, it depends a good deal on whom you are dealing with.

Q Presuming you are dealing with the ordinary business man?

A Well, with the ordinary business man, or with a man whom we could make some deal with, I would give a week or two.

Q And, you would expect to get the same?

A Yes.

Q Do you think if it were the custom in those in-

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dustries to notify the parties of any changes in a way a reasonable length of time ahead, that trouble might be averted?

A Yes.

Q Do you think a strike was ever precipitated by giving too short a notice?

A Well, they generally know what is going on.

Q You presume they know?

A Yes, they do know.

Q If you give them formal notice they do know, but, supposing you have a grievance which you want remedied and you think that in the long run you will have to have a strike. Would you advise giving a long or a short notice before the strike?

A If there was an agreement made on both sides, I think thirty days would be about right. If it could be worked on both sides.

Q That strike lasted from the third to the ninth - about a week?

A Yes.

Q How many employees were involved in it?

A Hochelaga Cotton mill?

Q Twelve hundred?

A No , there are not that many. I should think there would be about a thousand, at that time.

Q They lost their wages,and the Company lost its profits for that week, and no good resulted to either side?

A Exactly.

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Q Was there any further trouble before the fourth of May?

A No.

Q Then, the first week in April, that was the fourth or fifth, was the week in which you had this special Meeting of the locals of the Canadian Federation of Textile Workers?

A Yes.

Q And, Mr. Gignac was elected President of the Meeting?

A Yes.

Q And, Mr. Girard resigned as Secretary?

A Yes.

Q And, you were elected in his place?

A Yes.

Q How was that Meeting called?

A You have the notice.

Q The document filed as exhibit No. 12 is a circul ar signed by Mr. Girard, General Secretary of the Federation of the Textile Workers of Canada, and is the notice you refer to?

A Yes.

Q I notice this circular is addressed to the President. Is that the way those circulars are sent out?

A It was sent to the President of each Local.

Q It is a circular to the President of each Local?

A Yes. It is sent to the President, and Secretary of each Local. And they got them, because we had representatives from each Local.

Q The first paragraph in this Circular says " The

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Executive Council at a Meeting on the 21st inst decided to call a full Meeting on the fourth and fifth of April, to proceed with the election of a General President". How long a notice would that be? You will see that the Circular is dated March 23rd, and the Meeting was called for the fourth or fifth of April. That would be ten days notice?

A Yes.

MR. GORDON Before passing from the Venne affair there is something which I would like to say, with the permission of the Commissioner.

THE COMMISSIONER If there is anything in connection with this matter, I think it would be as well to deal with it now.

BY MR. GORDON

Q Do I understand you to say that the Meeting gave notice on Friday?

A I went up to see Mr. Taylor on Friday.

Q And, that they were to go out on Monday, if you did not get a satisfactory answer?

A I will tell you how it was done. I had an understanding with Mr. Taylor. Very often he told me in the Office , "Paquette, if any trouble should happen let me know, and we will try to fix it in some way, so that it will be agreeable to both sides".

When they had this Meeting on Thursday, I went

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up to see Mr. Taylor. Mr. Cooke was Present, when I saw Mr. Taylor. I said " Mr. Taylor, I think there might be trouble in your Mill next week, if this man Venne is not discharged from the Company".

Well, he wanted to know the reason why we wanted Venne discharged, and I explained to him. I said " I do not know these things personally, because I am not working in the Mill. However, I may as well let you know what it is". We spoke friendly together, and Mr. Taylor said to me "You come back to morrow morning, and I will see what we can do in the meantimes. I went back on the Saturday morning, and Mr. Cooke was there again, and Mr. Taylor said "Well, Paquette, you send in your charges". I do not remember the exact words he used, but it was something to the effect that I should send in our charges in writing, and that they would see what they could do.

They had another Meeting on Monday night. I made out my report to the local just as it was; and, Monday night they decided to go on strike.

Q It was the following Sunday that somebody came to my house with a letter?

A Yes.

MR. GORDON I may say that when I got that letter I came right in to town, and saw Mr. Mole. The party who brought the letter said they could not find Mr. Mole.

I saw Mr. Mole and teh two of us went down to the Office on Sunday afternoon, where we met Mr.

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Paquette.

WITNESS Yes, that is right.

BY MR. GORDON

Q In the meantime, during that week hints of trouble were going around. We were anxious to investigate the Venne matter thoroughly. We took steps to do so. Venne had been with the Company for some twenty years, and during that time his work had been satisfactory, and we thought it was a rather strange thing that a man with his record, and with a family working in the Mill, and having worked for us all that time, should suddenly become so obnoxious to the help' We made a great many inquiries, not only in the mill, but among the people down about the Town of Maisonneuve, (where I understand he lives) and we could not find out anything to the man's detriment,

I think I reported that to you on Sunday afternoon.

A Yes.

MR. GORDON Well, any way, we absolutely refused to discharge Venne unless charges were made in writing, which we could investigate. Up to that time the charges had just been of an informal character, and it was too serious a matter to discharge a man who had been with us for twenty years, without having something definite to work on.

MR. Du TREMBLAY Dont you think it would be better for Mr. Gordon to wait until he is under oath, before

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making those statements?

THE COMMISSIONER We can ask Mr. Gordon any question on that point later on, if you wish.

I find that it is sometimes an advantage not to make the prodedure too formal. It helps to clear things up a great deal, and at the same time we get statements bearing on the point under consideration.

Of course, what Mr. Gordon is saying now is being said with a view to help Mr. Paquette to make any statement which he may think best.

If you wish to examine Mr. Gordon on this matter later on, of course, you will have an opportunity of doing so.

I understand that this method of procedre is perhaps not the formal way which would be adopted by some Judges who have been on the Bench all their lives. I have not had that honor, however, and, any way, I find that it sometimes helps a great deal to clear things up.

BY MR. GORDON

Q Mr. Paquette wanted us to suspend Venne during the course of the investigation, which we had to refuse to do, because we had not anything before us to suspend him on.

The help came back to work on Monday I think?

A Yes.

Q And, the charges that we expected to get in writing

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were never placed before us, so we could not do anything. That is the history of theVenne matter is it not?

A That is just as I said. I did not say we were right or wrong in asking for his discharge. I have nothing to do with that.

There is one thing that Mr. Gordon forgot, and that is, when I parted from Mr. Gordon and Mr. Mole, Mr. Mole said "Paquette, do all you can to get the employees back to morrow morning, because I want to see them back at their work".

They were back to their work on Monday.

MR. GORDON The point in the whole Venne affair was why did the employees leave their work? It is rather a serious thing for a whole mill to leave the Company in that position without any notice, especially, when the Company is quite willing to investigate if there is any good cause for investigation.

WITNESS Well, the way I tell you was the way it was done.

BY THE COMMISSIONER

Q Returning now to this special Meeting of the first of April. I understood you to say that there was ten days notice given to the locals of this Meeting, and that the purpose of it was to proceed with the election of a President?

A Yes.

Q And, other questions concerning general discipline and the contributions of members were to be discussed.

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The actual method of carrying on business was also to come up?

A Yes.

Q Is this Circular the form which is generally adopted in calling a Meeting of the locals?

A That is the only special Meeting we had.

Q Does not the Constitution govern the time of the Meetings?

A Yes sir. It is to be held in September. This, however, was a special call. There were special causes for it.

Q Does the Constitution give you power to call special Meetings?

A Yes.

MR. MONTGOMERY Is it the Council or the Federation which has the power?

THE COMMISSIONER The Executive Council.

The Constitution says "In any unforeseen case, where it appears to be to the interests of the Federation, the Executive Council shall have the power to call a special Convention".

WITNESS I was general president. Of course, I resigned as General President, and the Order could not get along without a President. That was the reason why we called this Special Meeting, with the idea of electing a President.

Q At this special Meeting , you had been President, up to the time you had resigned?

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A Yes

Q And, you were elected general secretary?

A Yes

Q And Mr Gignac was elected general president?

A Yes

Q Mr Girard resigned as secretary?

A Yes

Q Why did Mr Girard resign?

A Because he was no good

Q Is that the reason he gave?

A No, he ~~kx~~ got his his back up. Somebody at the meeting -- myself and some others gave him~~xxx~~ a call down in regard to his ways of acting, and he got up and said "Gentlemen, I resign", and he resigned as secretary, and his resignation was accepted by a vote of 23 against 3.

Q Had you 26 at the executive council meeting?

A No, but we had delegates from the locals

Q was that the time Mr Girard said he would have his revenge?

A yes, when his resignation was accepted, he got up and said "I shall have my revenge". And he walked out and left us there.

Q At that meeting did you discuss the matter of wages at all?

A No.

Q or the possibility of any change?

A No.

Q Did you think the company intended to bring about the reduction?

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A We never thought so. Of course if we had been notified 30 days ahead, or a little time ahead, we might have discussed the matter on the afternoon. That was the right place to discuss it

Q The nextweek you heard of the organization of the Union Amicale?

A yes

Q And, on the 25th of April a notice was posted announcing a reduction of ten per cent in the wages of all the employees to take effect on the 4th of May?

A yes

Q I think you stated yesterday that the notice was simply a typewritten intimation of a reduction to take effect on the 4th day of May?

A yes

THE COMMISSIONER: Could I get a copy of that notice Mr Gordon?

MR GORDON: I will try to get a copy of it for you

BY THE COMMISSIONER CONTINUING:

Q This was on Saturday afternoon?

A yes

Q Then, I understood you to say that on the same day the Executive Council had a meeting?

A A regular meeting, yes sir.

Q This was the day on which your regular meeting was held?

A Yes

Q You would have met any way?

A yes sir

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Q Did the meeting consider this notice?

A No, it was not considered.

Q But, you considered the fact that this notice was up at the time?

A yes

Q And Mr Cignac and Mr Parent were appointed a committee to go and see Mr Hole?

A yes. We did not do anything in regard to the notice though. It was decided at that meeting that the mule spinners should go out on strike.

Q was this executive meeting in the afternoon.

A Yes

Q Then you had another meeting at night?

A yes

Q were all the employees present in the afternoon?

A Just the Council.

Q Where was this meeting held?

A In Tremblay's hall.

Q How many were at it?

A There were a few outside of the Vice President and Council. There were not many. There might have been 10 or 15 outsiders, members of the Union, but not members of the Council.

Q Did the Executive Council decide that the mule spinners should go out on strike.

A yes

Q On the 4th of May?

A yes sir, if they could not make any arrangements with the proprietors of the mill.

Q Did the mule spinners themselves have a vote in

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this matter?

A yes

Q When did they do that?

A On the Thursday following. We gave them the power to go out on strike, if they were willing, of course

Q Did you order them on strike, or did you simply give them permission to go on strike?

A we gave them permission to go on syrike.

The President of the mule spinners is a member of the Council. He is President of the Mule Spinners at Montreal and Vice President of the Mule Spinners in the ederation, and he said that the mule spinners did not want to accept this reduction of 10 per cent, and we gave them the right to go out on strike.

Q If they never had a meeting would they have been justified in going on strike?

A No sir

Q Is that your usual method of procedure in the Executive Council? That is, that you give them permission to go on strike if they vote for it, but they have to vote for it after you give them permission?

A It was asked for by the Presi ent of the mule spinners.

Q The President asked you for permission to go on strike?

A Yes

Q What is your general procedure in that matter?

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A Well, we had so many strikes that we have changed our procedure pretty nearly every strike we had.

According to the constituton there must be at least a two thirds vote of those who are going on strike.

Q In most unions the procedure is that they have a vote taken first in the locals, and then they appeal to the central organization for permission and inform them at the time that the vote has been taken?

A That is the way it is done in other organizations, but we did not do that.

Q Have you ever followed that method?

A Not in the case of the mule spinners

Q Have you for any other?

A Oh yes, there was never a strike declared unless all the people interested in it voted on it.

Q I mean have you ever followed the prodedure of having the vote taken first and then gettng permission to go on strike, rather than getting permission before taking the vote?

A we never adopted that course

Q You always gave permission first?

A No not in every case.

In other cases the locals have voted and then asked for permission to go on strike.

Q The two things should go together. The local must vote, and the executive must give permission, and

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if neither of those hings are done they would not go on strike?

A Exactly

Q In this particular case the permission was given on the 25th and the vote was taken the following week?

A By the mule spinners

Q In what mills?

A St Henry and St Ann's

Q Was that on Thursday?

A Yes, Thursday night they had a meeting.

Q That would be April 30th?

A I do not remember the date exactly. It was Thursday night any way. They had two or three meetings, and all the mule spinners went on strike

Q Would that include Hochelaga?

A Hochelaga and St Henry.

Q They voted to strike?

A Yes. Mr Parent, one of the Vice-Presidents was there. We had an interview with the owners, and with Mr Mole, and he reported what Mr Mole had said -- no, that was not at that meeting. What is wrong.

Q That was at the meeting of April 30th?

A Yes

Q Then they had another meeting?

A They had meetings during that week pretty nearly every night. It was a joint meeting of all the mule spinners in Montreal.

Q Was that the only meeting at which they took a vote on the strike?

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A yes to my knowledge

Q Then, there was a meeting at which Mr Parent was present?

A That was the week after

Q was that before the 4th of May.

A It was after that

Q After the 4th of May?

A yes

Q So it was after the strike had commenced?

A No.

Q Did Mr Gignac take part in any meeting?

A On the 3rd of May He took part in the meeting we had on the 3rd of May.

Q On the 27th, which was on the Monday, Mr Gignac and Mr Parent saw Mr Mole?

A yes, that is right.

Q And, had their interview with him?

A yes

Q When did they report the result of that interview

A They only reported on the 3rd of May.

Q On May 3rd which was Sunday, Mr Gignac and Mr Parent both met the Executive Council, and rendered their report of the interview whdh they had with Mr Mole?

A Yes

Q What did they say was the result of that meeting

A The ex-President Mr Gignac, made a remark that it was not the right time to go on strike, that business was slack , and that it was not the right time, and

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that it was better the men should go back to work.

Q And that they should not go out at all?

A yes

Q That was the time, I think you said this morning, that you had a vote, and when Mr ignac, being President, had the casting vote and declared against the strike?

A yes

Q When you were four in favour of the strike and four against it?

A yes

Q Notwithstanding that, the mule spinners went out next day?

A Well, to tell the truth the mule spinners commenced their strike on Thursday night, because on Thursday they stopped work.

Q Well, they would have been stopping work any way. They would not have worked Friday, Saturda or Sunday in any event?

A It was understood on that Thursday night that they should not go back to work under any consideration of any kind. The strike of the mule spinners if I am informed right, was started on Thursday night and that was the reason wh they made so much of an outcry against the Geeral President. They said "We are on strike at the present time, and yet, while we are on strike, you have changed your way of thinking".

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Q Supposing the mills had been working in the ordinary way, on Firday and Saturday, do you think the mule spinners would have stopped working on Thursday night?

A I think so.

Q Do you not think they would have waited until the reduction was put into effect?

A I think they would have stopped right there

Q What makes you think that?

A Because they cut it pretty short.

Q Why didn't they stop on Tuesday instead of on Thursday?

A Because they only had a couple of days to work and they said they might as well finish the week.

Q Well, if the week had been running on the ordinary way till Saturday, would they not have said the same thing?

A Well, they might have done that. I could not say. I think they might have done it.

Q Then, the mule spinners at Hochelaga went out on the 4th?

A yes

Q Anywhere else?

A St Henry.

Q Anywhere else?

A I dont think so.

Q Did they go out at Valleyfield?

A Not that week.

Q How many went out on the 4th?

A I should judge there would be about 125. There

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were 75 mule spinners, and taking in the others, the piecers and back boys, I should judge there would be about 100 or 125.

Q At Hochelaga and St Henry?

A Yes

Q How long was it before these men were joined by any others?

WITNESS: That is, in Montreal?

THE COMMISSIONER: Yes?

A I guess they took about a couple of weeks

Q The 4th was Mondayl the 11th would be the follwwing Monday, and two weeks from the 4th would bring us up to the 18th?

A About that. They took a couple of weeks any way

Q That would be about the 18th of May?

A Yes, about that

Q Can you say exactly?

A I do not remember the date.

Q Could I get the date?

A I remember now. It was the 11th of May.

Q So, it was only one week?

A yes

Q Who went out then?

A Hochelaga and St Ann's

Q All the employees?

A No, not all the employees. Some of them stayed in at Hochelaga.

Q How many would go out?

A Well, that Monday morning I should say about 350.

Q Out altogether?

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A In Hochelaga . There were about a couple of hundred out in St Ann's

Q That would be about 550 altogether?

A yes

Q Would that include the 125 mule spinners?

A outside of that

Q Did the finishers go out at Hochelaga?

A yes

Q Did they go out at the same time as the mule spinners?

A No.

Q They went out with the 550?

A yes

Q Now, what would the 550 be composed of?

A Well, mill workers, weavers, and so on. There was a certain number in each department. There were a few who stayed in.

Q Did any go out at St Henry?

A Not that week. They went out the week after

Q That would be the week of the 18th of May.

A yes

Q How many went out?

A They all went out. All the employees went out there, apart from perhaps 20, 25 or 30. There were so few of them that they closed down the mill

Q How many would you say went out at St Henry at that time?

A About 900.

Q And, the mills had to close down?

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A yes

Q Did the St Ann's mills close down?

A Yes; they had a few working there making some repairs

Q Did they close down at Hochelaga?

A No, they kept running there. The other organization that we have been speaking of for the last few days, kept them running there.

Q St Henry mill closed down on the 18th?

A About the 18th. I am not exactly certain of the date.

Q The Hochelaga mill was kept running by some members of the Union Amicale?

A yes, and outside help.

Q And, St Ann's mill was closed down except for repairs?

A yes. I think they were closed down for a couple ofweeks. After they had been closed down for that length of time they had a few workers in the card room. They were getting some yarn for the Hochelaga mill. Theywere running there or something.

Q Then, the strikers were not joined by all the hands at Hochelaga?

A No.

Q But they were joined by most of them at St Henry?

A yes

Q What was going on at Valleyfield during this time?

A At valleyfield the mule spinners -- I am not

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sure of the week, but I think it was about the second week in May -- one Wednesday night ....

Q (Interrupting) That would be about the 13th?

A About that. I am not exactly certain of the date Any way, the mule spinners decided to go on strike at Valleyfield

Q Do you remember what was done?

A I do not remember exactly

THE COMMISSIONER: Perhaps Mr Simpson could tell us that.

MR SIMPSON: I do not know what was done. They did not even trouble to tell us that they were not coming in. They worked up to such a day and the next day they did not come in again.

THE COMMISSIONER: That would be the 4th of May?

MR SIMPSON: On the 4th of May, yes

BY THE COMMISSIONER:

Q What is your version of that, Mr paquette?

A The mule spinners went out on the 4th of May and I am not sure, but I think the finishing department went out on the 4th also.

Q After they went out, according to your version, the others were locked out?

A yes

Q At what time?

A I think it was the same day. I am not sure of that though. I heard, and somebody sent me a letter saying that the mills were closed down.

Q How many employees would there be there?

A About a couple of thousand

THE COMMISSIONER: I would like to get a statement

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showing the number of employees you had at that mill Mr Simpso ?

MR SIMPSON: When we were working full time?

THE COMMISSIONER: Yes. You might distinguish between the males and females, and those over 18 years of age and those under 18.

MR SIMPSON: As far as we can do it I will be pleaded to do so.

BY THE COMMISSIONER: What have you to say about Magog? Did the mills close down at Magog?

A For a few days I guess

Q When did the employees go out at Mgog?

A I dont remember the exact date, but I think it was the third week of May. I do not remember.

Q Who could tell me about that?

A Well I guess we will have a man in the box pretty soon who can tell you all about Magog

Q Who is he?

A Mr Gignac

Q How many went out at Magog?

A well, it seems there were many conflicting stories about Magog. Some people said there were only 50 or 60 stayed at work; some others said there were only 10 or 15. There were many conflicting stories about it. I am pretty sure any way the mill closed down for a few days. I think it was the mule spinners and the loom fixers who went out, and when they went out the management of the mill closed down the mill.

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Q When did those people go back to work? How long were they out, or did they all go back at the same time.

A No they did not

Q Well, let us take them in order. When did the employees at St Henry go back?

A They went back to work. I guess they were on strike and locked out for about 4 weeks. Then they commenced to go back one after the other; that is the ones who could get back, went back.

Q And, how long were they out at St Ann's?

A About the same time

Q About four weeks?

A About four weeks.

Q And what have you to say about Hochelaga.

A Well, at Hochelaga, of course they were running all the time. They did not stop at all. They commenced to go back one after the other

Q How soon after they went out did they commence to go back?

A Four or five weeks

Q I see by the papers that Mr Simpson opened his mill last week at Valleyfield. I suppose you are not sure of that? You cannot say how long they were out there?

A No.

Q What about Magog?

A I think they were out 3 weeks. I am not sure

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Q Did they go out at Montmorenci?

A No. They had a little trouble and I think a few of the little departments went out. I am not sure of that however. I think a few in the loom department went out

Q They had the same reduction?

A Yes

Q As far as you know they did not go out at Montmorenci?

A They did not go out.

Q Then, it was along between the 4th and 11th of May or thereabouts that those different employees went out?

A yes

Q And on the 23rd of May you called a special meeting of the locals?

A No, we called a meeting of the Council. It was on a Monday. We called the meeting on Saturday to be held on the following Monday.

Q I understood you to say you were instrumental in having that meeting called?

A No. Well, I was in one sense. A member of the Council came to me and said "We must have a meeting Paquette, and we must have the President here, and we must see if we cannot come to some kind of an arrangement to fix matters up".

Q Who said that to you?

A Parent, Therrien, Ouelette and Pafard

Q Those four men came to you and said they thought you ought to have a meeting of the Executive?

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A Yes, because we were having a wrangle amongst ourselves. The General President was pulling one way and I was pulling another way, and some other people were pulling some other way, and we were all mixed up, and we thought that by having a meeting we would be able to make some arrangements and pull together.

Q And, the manner in which the meeting was called is usually by the President?

A Generally, yes

Q You telephoned to Mr Gignac who was the President?

A Mr Parent telephoned to Mr Gignac

Q Where was Mr Gignac.

A In Magog

Q What did he ask him to do?

A He asked him to come down Monday night, that there was a special meeting -- that tkxxxxxxxxxx it would be better to have a special meeting, and that it would be a good thing for him to come down.

Q Did he tell him to come to the meeting or to call a meeting?

A To come to the meeting

Q Who was getting up the meeting?

A The Majority of the Council.

Q It was not called by the President?

A No.

Q The majority of the Council were getting up this meeting, and Mr Parent telephoned to Mr Gignac that Saturday night May 23rd?

A yes, and I wrote him. I also wrote to the othee

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members of the Council.

Q Who were the other members?

A Mr Neveu, of Valleyfield, Mr Parent of Montreal, Mr Pierre Pafard.

Q You did not write to these men?

A Yes, as general secretary I sent each of them a notice

Q Who else did you write to?

A Mr Ouelette, Mr Rouleau and Mr Nantel of Montmorenci.

Q That would be ten altogether, including the President?

A yes

Q How many of the Executive were present at this meeting on Monday night May 25th?

A There was Mr Therrien, Mr Pafard, Mr Ouelette, Mr Rouleau and myself.

I am not sure now whether Mr Rouleau was there or not.

Q was Mr Therrien there?

A Yes he was

Q Was Mr Neveu there?

A No, he was not there

Q Was Mr Nantel there?

A Nantel was not there

Q You are not sure whether Rouleau was there or not?

A I am not sure about him.

Q What about Mr Gignac?

A He was not there.

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Q What did you do at this meeting?

A We spoke on different matters. We spoke about the strike. We were in a bad position, our general president being away, and having thought fit to publis the names of the people who voted for the strike in a circular which was printed in all the papers.

I have a circular here which I would like to show the Commissioner. This circular was distributed during the strike. It was signed by the General President, Mr Gignac, showing how the organizatiön was weak and how we had no money, and advising the people to go back to work. The contents of this circular was published in all the papers and we thought that a General President, no matter if he did not believe in the strike, did a very foolish thing when he published anything of that kind in regard to a labour organization. He also published the names of the parties who voted against the strike, as well as those who voted for the strike. Amongst those who voted for the strike there were people who were working in the mills.

Somebody got up and made a motion that seeing he did not show up when there was danger ahead, we ought to put somebody else in his place.

Q The document you have just handed me and which we will file as Exhibit 14 is a circular letter from Mr Gignac, the general president of the oranization to the members of the Textile Workers Ass ciation in Canada?

A yes. This was published in all the papers, French

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and English, in the Province of Quebec, with his signature at the bottom of it.

Q How was this circular communicated to the members?

A It was published in the papers, French and English.

Q About what time?

A During the strike.

Q Before you had the meeting of the 25th?

A About that time. Of course we never thought he wrote this.

Q Who do you think wrote it?

A He could not write it

Q Who do you think wrote it?

A Well I think it was a man who has been writing in the papers, and goes by the name of Reid. He is a private detective of the Dominion Textile Company

Q What is his full name?

A I dont know his full name. It would take a pretty good writer to write that circular in English

Q What did you do at this meeting besides changing the President?

A We decided to abide by the decision of the Council of the 25th of April, that the strikers should be supported in every shape and manner by the Federation of Textile Wprkers.

We went back to the first motion that was passed on the 25th of April.

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Q Have you a c py of that motion?

A Yes sir I have the records. I will bring them up here tomorrow morning.

Q That was a motion passed at the regular meeting of the Executive before Mr Gignan and Mr Parent went to see Mr Mole?

A Yes

Q Do you remember what division there was on the question of choosing a new President?

A It was unanimous

Q You unanimously decided to elect a new President/

A Yes

Q That is to say there were six members present?

A Yes. We had a man from Magog, one of the leaders of the organization in Magog.

Q Did you let him in to vote?

A We did not let him vote. we wanted to find out how the ex-general-president was acting in Magog.

Q An way, you elected Mr uelette as President in place of Mr Gignac?

A yes

Q And Mr Ouelette is President now?

A yes

Q That is, you regard him as President?

A Yes

Q But, Mr Gignac regards himself as President?

A Well, he can regard himself any way he wants to.

Q How are you going to decide who is President of the or anization?

A Well, he cannot call the Council. We have our

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regular meeting of the Council every week. We shall have another meeting next Saturday.

Q Supposing Mr Gignac turns up?

A But he wont turn up.

Q Supposing he should call a meeting of the Council?

A He can do it if he wants to. If he has the majority. I am always surprised he did not do it. If he is President of the Federation why does he not call a meeting of the Council.

Q Do you think he has not called any meeting?

A Never. I am secretary and I would know.

Q Were you at any meeting since Mr Ouelette was chosen?

A yes sir. We had five or six meetings.
I am always surprised that a man who claims to be President ofx an organization does not call a meeting of the Executive. Why does he not call a meeting if he is President.

Q You have not taken out a writ o quo warranto against him?

A No.

Q was the question of calling off the strike ever discussed at any meeting of the Council?

A yes sir

Q was there any action taken on it?

A The Council and the workers decided -- I advised them to go back to work. I thought everybody would be taken back to their old jobs.

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Q When did you advise them to go back?

A Wh n they went back.

Q When was that? About the 1st of June?

A About the 1st of June I guess

Q Did the Council advise them to go back too?

A yes. We told everyone if they could get their old job back to go back to their old job.

Q When did you see the Minister of Labour?

A I dont remember the date.

Q was it after that meeting you advised them to go back to work?

A No.

Q B fore that meeting?

A yes it was before that meeting

Q You said something yesterday to the effect that it was understood at the time that they were to go back to work?

A yes sir

Q What do you mean by saying it was understood. Who was the understanding with?

A Well, to tell the truth we did not have any meetings with the manufacturers of any kind, but the Minister of Labour said they should go back to work in their old jobs and we advised them to go back. There was no understanding of any kind

Q The Minister of Labour said they should go back to work at their old jobs, but did you get any undertaking that they would get their jobs back?

A That is what we understood at the time. That is the way we understood it at the time.

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Q Did he say he had had any conference with the employers.

A No.

Q Did he give them an undertaking that they would go back?

A He thought they might.

Q Did they go immediately?

A Yes, some of them went. They had to go back and they had to go into the office -- not in all of the mills of course. I am now speaking of the mills in Montreal.

Q My recollection is, from reading the papers, that for some time after the meeting with the Minister of Labour they were out?

A The company did not want to take them back.

Q Was it because the companies would not take them back?

A There are men here in this room at the present time who have been to the office of the companies trying to get back to work. They are not on strike.

Q Do you think there are others who would have been taken back by the companies if they had applied sooner than they did?

A The company always pretended that it was not in a hurry to open the mills. The tenor of the interviews that I saw was to the effect that they were not in a hurry - they were not making any money. I did not see anything about Valleyfield. I am now only speaking about Montreal.

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BY THE COMMISSIONER: Exhibit Number 6 is a letter from Mr Mole to Mr Paquette dated Montreal May 5th and commences as follows: "Yours of 30th ultimo received. In reply I wish to say that I do not know anything of the matter you refer to." Were you able to get the original letter of the 30th Mr Montgomery?

MR MONTGOMERY: Mr Mole said he would look for it. I have not had it yet

BY THE COMMISSIONER:

Q What was that letter in regard to?

A It was in regard to this new ora ization. We had lots of complaints from the workers saying that they were intimidated by the overseers and bosses to join this new organization, and they came to me and complained a good dea about it. They also complained that the promoters were using the name of the authorities of the mill.

Q Will you give me the names of some of the men who said they were intimidated?

A They will be heres as witnesses.

There were so many of those complaints coming up that I decided I would write to Mr Mole. I wrote to Mr Mole and said "You cannot be a party to dirty work of this kind. You are too much of a gentleman to be a party to it. They are using your name, and I would like to know whether they have any authority to do so. It is enough that those workers should be obliged to stand a reduction of 10 per cent without being obliged to belong to an association which they do not want to belong to.

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Furthermore it is a fraud. The whole thing is a fraud. They are offering sick benefits and so on.

Q That is in reference to the words "As to suggested insurance it will be worked out on lines worked out by the insurance department"?

A That is just it

Q You said something about the mills at New Bedford?

A yes.

Q They had an Association?

A Yes

Q And some of the men here belonged to it?

A Yes

Q When did they join it?

A They did not join all together, they joined about a year and a half ago.

Q Who would be the best man to tell me about that?

A Mr Pafard.

Q This morning, you handed me a copy of La Presse dated July 13th 1908, the article referred to was marked Exhibit number 5. What were the points in that particular article to which you wished to draw attention?

A Well, it shows -- of course it is only in regard to the Hochelaga mill -- it shows that they also blamed the bosses, or sub-bosses at St Henry, who are abusing the easy victory which they have gained, and that they carry their excessive injustice against the unhappy Unionists.

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hen, there is another thing, that is, the ex-secretary, or he may be secretary of this organiza tion -- he is the man we spoke about as being able to go in the mill at any time .....

Q (Interrupting) Mr Girard?

A Yes. He says that the idea of the bosses of the textile Company was to or anize this organization with the intention of checking or killing the other one, and that is just what their aim is.

Q Do you know who wrote this article in La Presse

A yes The man who wrote it is right here

Q What is his name?

A Mr Bourdon.

Q This is giving a newspaper version of the conditions?

A Yes. It shows that they must have some founda-tion for saying that the bosses and overseers in St Henry mill are abusing their employees at the present time. If it is so they ought to say. If it is not so they should not have published this at all.

Q Now, I would like to get at the strikes in mills other than cotton mills in which the Federation has been concerned?

A well, we had a strike in Chambly. That was in the winter of 1907.

Q From the first of April to the 10th of April?

A yes about that.

Q They struck for higher wayes?

A For higher wages, and for the reinstatement of the employees discharged, because they were officers

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of the union.

Q Did you have any other strikes?

A There? No.

Q In any other mills?

A I think we have a strike in St Hyacinthe at the present time?

Q In the Woollen mills there?

A In the mills of the P n-Angle Manufacturing Company

Q You have a local union at St Hyacinthe?

A Yes. It is not a strike. You mi ht call a lock-out. They have discharged men and women who were officers of the union, and of course the rest went out.

Q Have you an organization in New Brunswick?

A No.

Q Have you one at Cornwall, Ontario?

A No.

Q Do you dispute those figures in regard to the vote as given in the statement of Mr Gignac, filed as Exhibit number 14; that is, that the votes against the acceptance of the reduction were 1450, and those for the acceptance of the reduction were 5960?

A The only thing we can say as regards those figures is that they are not right, and the only way we can say that is because we had pretty nearly five thousand people on strike here. We had over five thousand people on strike.

Q This represents, as I understand it, the members

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in th3e organization or Federation of Textile Workers?

A No. It is the operatives of the mill.

Q He uses the word "members" here?

A Well, Mr Fafard represents about 250 members

Q In the Hochelaga district how many does Mr Therrien represent?

A About 1200.

Q Does that mean the members in your or anization?

A In the Hochelaga district there might be 1200 -- it cannot be so, unless the man does not know what he is talking about.

In Valleyfield district 2500 members -- well we never had that many.

Q How many have you?

A It is on the r eport. For the motion, if he goes by members, Neveu represants 2500 members, -- well, if a general president does not know his business any better than that he ought to r esign.

Q What I want to know is whether you think those figures are inaccurate?

A Well, as it is, they are not right. In another place he has it "ouvfiers".

Q The English translation is "members". The Frenck expression would be "workers"?

A It means workers, yes

Q How are the figures as regards workers?

A Wel, in r egard to workers they are about right

Q Was that statement in r egard to the r eduction

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discussed at the meeting of the Executive held on May 3rd correct?

A Yes

Q "When the following resolution was proposed and carried?"

A Yes. Only, inctead of putting down the meeting of April 23rd as they should have done, the put it down in the wrong place.

Q You will bring the record showing what was done at the meeting of April 25th?

A Yes

Q What passed at the meeting of May 3rd? ~~xxxxxx~~ Is it true that at the meeting of May 3rd the Executive passed a motion that the Executive do accep the ten per cent reduction on the understanding that the company shall restore the old rate as soon as the conditions warrant it. Was that motion passed.

A That was carried

Q And the figures are estimated?

A Yes

Q "The present time is one of general depression notlonly in Canada but throughout the world. " Do you think that statement is correct?

A Well, of course we know that during the last five or six months the mills have been closing down but the dividends are the same. Somebody must be making the money somewhere

Q Quite apart from the cotton mills. Take the lumber industry for instance. Do you think there has

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been any depression in the building trades?

A It was the same as with the cotton magnate. They wanted to destroy the Bricklayers Union and the other Unions and they went on strike. It is the same thing

Q I do not know whether you understand me. Apart altogether from any particular industry, do yu think that trade as a whole during the last year or two years has been espressed, or has the condition of trade in this country and in the United States and England kept apace with what it was a few years ago?

A Well, we have to pay the same price as we had to pay two years ago.

Q You do not think there has been any industrial depression?

A I do not think so. Where I am any way there has been no depression. We get more cases at the present time than we ever did.

Q Now, let us take the next statement: "Unfortunately the cotton trade in this country does not receive sufficient protection". Do you agree with that statement?

A I know that the manufacturers have been saying for the last five or ten years that they should get more protection. I was up to Ottawa two years ago to ask for more protection, but a man who knows more about the business than I do, convinced me that they had enough protection.

Q What do you think now?

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A If the statement of the manufacturers to the effect that they cannot sell their goods with the tariff is true, then they ought to have more. If it is not true, - well somebody has to prove it to us What I think is this, it is a pretty serious question.

If the company was not making any money the workers would have been willing to submit to a reduction of ten per cent, but the company is making money. While the Valleyfield workers were on strike the company declared a dividejd. If they were not making money then why should not the workers be told so. If they were not making money the workers would xxx submit to a reduction, but if they are making money why should we suffer?

Q Are you aware whether or not after this reduction of ten per cent the salaries of the managers and superintndents and overseers were reduced.

A I dont think so.

Q Can you say definitely?

A I cannot say.

Q What would be your idea?

A Well, if I had anything to do with it I would cut every one of them from the top right down to the bottom.

Q You think if there xxxxx should be any reduction at all it should be a reduction all a round?

A The man who gets a salary of five thousand dollars a year would not feel a cut as much as a man who only gets eighty cents a day four days a week.

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THE COMMISSIONER: That is one of the pomts I shall enquire into as to whether the salaries of the managers, superintendents and overseers were cut at the same time.

MR SIMPSON: You might also enquire as to whether these men got an advance when the other employees were advanced. As a matter of fact they did not

THE COMMISSIONER: I will also enquire into that

THE COMMISSIONER:

Q I suppose you cannot say anything as to what reduction there was in the profits of the company?

A No.

At the time the wo ers went out on strike they said "Here we are obliged to stand a r eduction of ten per cent, and the company is paying a dividend of eight per cent. If they had said "Well we are not making any money, so we will cut our dividend to five per cent, or four per cent. " it would have been fair. Instead of that they left the divid ds as they were and cut ten per cent off the workers.

Q But, you have not answered this other question as to what you think of the accuracy of the statement that the cotton industry in this countr does not receive sufficient protection?

A On coarse goods they have sufficient protection. On fine goods, that is, the goods in which they are obliged to compete with English goods I think a little more protection would not hurt

Q What do y u mean by that?

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A It would be a benefit

Q Abbenefit to whom?

A To the manufacturers, and if they wanted to be fair to the employees, well, it might be a benefit to the employees

Q Are you sure it would be a benefit to the employees?

A Well, I remember a couple of men who have been working in the cotton mills for 25 years. When they were paying 22 per cent dividends the men were getting 75 cents a day.

Q Do you think that increased protection necessarily means increased wages for the employees?

A No, I do not.

Q The circular goes on to state "A year ago the demand for cotton goods was so great that the manufacturers were in a position to ask and to get almost any price for their productions." Is that right?

A No.

Q Why not?

A They clamoured the same way over the tariff two years ago. They told us exactl the same thing as they are telling us at the present time, that they were not making any money.

We went to Ottawa as a delegation to get an increase in the tariff just for that purpose. Some of the manufacturers might be able to prove that, but I do not think Mr Gignac or I could prove it

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Q Mr Gignac says that a year ago the demand for cotton goods was so great that the manufacturers were in a position to ask and get almost any price for their production. Can you say whether to your knowledge that statement is correct or not ?

A I am not sufficiently posted to say that

If the manufacturers wanted to write a circular that circular would be just exactly what they want

Q The circular says "Our General secretary, who is a paid servant of the Federation, had defied the ruling of the Executive"-- Is that you?

A Yes

Q What pay do you get ?

A They owe me $160 or $170. I do not get as much as he does. He gets $15 a week

Q You said yesterday that was travelling expenses ?

A Travelling expenses

Q How much salary do they owe you ?

A About $140. That is because I was woking for the police court, and when the last convention took place they wanted me, and they did not want me to work for the police Court. They said "You cannot fill both positions, so you had better fill one position" I said "Well, if you want me here, of course you will have to pay me. I cannot support my family on nothing". So I sent in my resignation

Q When was that ?

A On the fifteenth of April.

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Q This year?

A yes.

Since that time I did not draw a cent of salary of any kind. I have only drawn my sal ary during the last 15 days I worked in the Police Court

Q You are back a ain as an officer in the Police Court?

A Yes

Q How long have you been back?

A Since the 19th of last month

Q As President did you have any understanding as to what salary you should get?

A Yes. When I first founded the Union I did not have any sal ary of any kind.

Q Was there an agreement which should have been carried out in regard to your salary which was not carried out?

A Yes

Q What should they have given you?

A The first year and a half I was not paid. When they had the convention they said "Paquette you cannot work all the time for nothing, and we are going to give you $40 a month as salary and pay your expenses." I said all right.

Q That was after the first year and a half?

A yes. Then, when I was appointed secretary they said "We will give you $100 a month".

Q And that is what you are supposed to be getting now?

A Yes

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Q How much of it do you expect ?

A I did not get a cent. I did not draw a cent.

During the strike I made a statmmtnt before the meeting to the effect "Boys, you are on strike, and my salary stops with yours."

Q How much does the general president get ?

A Two hundred dollars a year as General President and fifteen dollars a week from some kind of a job he has for the union at Magog

Q How long has he been getting that ?

A Since the Order has been organized at Magog. He has been paid by us till the first day of January, now he is paid by his own local

Q The circular says that you were touring the district for the purpose of making trouble ?

A I was charged with that mission at the last convention. I was told to go around and see to everybody. I was in Valleyfiled, Magog and Montreal, as I have always been.

I was at Magog two weeks ago, and I told them, If you want me here again all you have to do is to send me my fare and I will come down at any time you want me." They sent me my tickets, and I went down. I have been all around those districts. I founded those organizations, and I am pretty friendly with them, and when I feel like going there and spending a day or two there I do so

Q I think that is about all I have to ask you now. of course there may be something else which will come

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up. during the course of the enquiry.

A You asked me if I made a tour advising the people to go on strike ? I am not a man of that kind at all. I never advise anyone to go on strike in any district or any local

Q I have asked you a good many questions, and so has Mr Montgomery, and Mr Du Tremblay, however, it is possible that there is something which we have omitted, or left out, or that there may be something which you would like to say. If there is anything that xxuxd you would like to add to what you have said we will be very pleased to hear you ?

A I do not think there is anything. I think we have gone pretty fully into the question, so far as I am concerned

Q Is there anything which you wish to bring to the attention of the Commission ? You understand that I simply wish to get all the facts I possibly can before me, and I wish to give every possible opportunity to anyone interested to make any statement he may care to

A I do not think I have anything to add. At least nothing occurs to me at the moment

BY MR DU TREMBLAY---

Q Will you please tell the Commissioner what complaint was against Venne ?

A It was because he was abusing his employees. He is a good skilled workman, there is no doubt of

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that. I agree with Mr Gordon, so far as that is concerned, but, he is a hard man for his employees. That was one of the reasons why we wanted him discharged. He was always doing something wrong to the employees, and keeping them fighting among themselves. That is the reason we wanted him discharged

Q I understand that when you went before the Monister of Labor and asked for this Commission you promised the Minister that the men would go back to work during the enquiry ?

A Yes

Q Now, qill you tell the Commissioner how the proprietoers of the mills have used the employees since that interview with the Minister of Labor ? How have they looked upon the intention of the workmen to go back to their work ?

A Well, people who have worked in those mills-- and I am not speaking of Montreal alone now (for I heard that the position was the same in Valleyfield)-- these men went to see the Minister of Labor, and there were three hundred people right there in his room and in the hallway. He said "We shall give you this investigation, but we want you to go back to work in the meantime" They agreed to this, but, at the present time you will find men who have been working in those mills, and who have been replaced by others-- men who have worked there for twenty years, and, their only crime is-- well, I dont know what it is. There are some of them men who voted against the strike, but who were manly enough

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but who were manly enough to go out with the rest of the people when they decided to go out. Those men arewalking the str eets of the City of Montreal to day. The manufacturers say "Well, we will put them back to work when we need them." That is all very well, but they have placed other men in to do the work that those men were doing before they went out. Now, if they have work for the other men, doing the same thing, why do they not give the old employees a chance, when they have the work to do ? We have been begg ng to get those people back to work but cannot. The Company pretends that they will send for them and give them pl ces when they need them, but, in the meantime they have put other men in their places, at the same work. Why do they not give it to the men who were doing it before ?

The only crime those men can have committed is that of, perhaps being the leadersof the Union, or prominent in the union

Q You think you have strong reasons to belive that the ccmpany did all it could to divide the workers amongst themselves ?

A I will show you how the thing is done--A man who belongs to the Union cannot be a leader in the Union and work in the mills.

In Magog they have to go and see that man and pay their dues, in order to get their jobs back

Q By "that man" you mean Mr Gignac ?

A Yes

Q And, you think that by dividing the workeen among

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themselves the Company took advantage of the division to reduce the wages of the men ?

A Yes, that is the main point all the time

We never had an increase in wages before we organized. I mean by that that we never had a general increase

Q And, so, the increases you got from the Company you obtained because the workmen were organized ?

A Yes

Q And, the Companieswere afraid of a strike ?

A Yes

Q You said a few moments ago that the directors of the Companies had the same plans this year regarding the market as they had for the last four or five years ?

A The very same thing. I have heard the same story from Mr Simpson every time I met him-- tht he cannot sell his goods. Two years ago it was the same thing. It is always the same story. The same story comes from Mr Mole. We always get the same story, that there is not enough protection. More than that there were requisition papers passed through the mills to get a delegation to go to Ottawa to ask for an increase in the tariff.

Q Can you tell me if a few months ago, or last year, the Company did not offer to pay your expenses or to send a man before the Government?

A Wntamyself offered by Mr. Reid, the private detective

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of the Company. I call him a privae detective. I dont know whether he is that or not. He is an employee of the Dominion Textile Company. He made an offer that we should send a Committee to Ottawa asking for an increase in the tariff, and he said that everything would be all right, and the expenses would be paid.

If I remember right I think the matter was mentioned by Mr. Gignac. I dont remember it perfectly, but it was mentioned by somebody. It may have been Mr. Parent.

BY THE COMMISSIONER

Q When was that?

A About seven or eight weeks ago, during the strike or before the strike.

Q What is Mr. Reade's full name?

A I am not sure, I think it is W. T.Reade.

Q Does he live here in Montreal?

A Well, he has been an agent for the Company, getting English Textile Workers to come here from England - under false representations, of course.

He is a watchman at St. Henry mill.

BY MR. MONTGOMERY

Q Is he a watchman, a labor agent, or what is he?

A Well, he is everything. He is a tool of the Company. He used to be a Minister at Magog.

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BY THE COMMISSIONER

Q A clergyman?

A He pretended to be.

BY MR. DU TREMBLAY

Q You were speaking of Mr. Gignac. I understand that he comes from Magog?

A He comes from Magog, yes.

Q He first represented Magog district on the Executive Council?

A Yes.

Q You told me that he was replaced by his companions at Magog?

A Yes

Q And, he does not represent Magog now?

A He is not representing anything at the present time.

Q Do you know if he has any followers here in the Federation?

A Well, he does not show himself at our Meetings. If he had any followers I suppose he might come up to the Meetings.

Q So far as you can see he is the only one on his side? Is that what you mean?

A In Montreal, yes.

Q You went to Magog yourself?

A Yes, I was there two weeks ago.

Q Did you have a Meeting there?

A A dandy one. Mr. Gignac knows it too.

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THE COMMISIONER Before taking up those individual witnesses I think it would be better for us to have the principal leaders examined first, and get through with them first.

I would like to start with Mr. Gignac to morrow morning, and in the afternoon we can have Mr. Girard, and then we can go on with Mr. Culettee , the President. Will you be here to morrow morning, Mr. Gignac?

MR. GIGNAC I will be here, but I did not know that I would be called upon as a witness here. I was a little surprised to be called here, as I thought the Commission would sit in Magog. Now that I see what is being brought before the Commission, I am not very well prepared to give my evidence just now.

THE COMMISIONER There is no preparation necessary. All that you are expected to do is to tell the truth and answer such questions on statements of fact as may be submitted to you. You do not require any preparation.

MR. GIGNAC But, there has been something said here this afternoon, in connection with which I have proof to the contrary. I have not that proof here with me.

THE COMMISSIONER My idea is that to morrow we should take up your evidence, and then any proof that you might wish to bring later on we can hear. My idea is to hold sittings at Magog as well as here, if

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you wish it. My idea is that it is better we should have the chief actors in this drama perform on the stage here in Montreal, and that is my reason for hearing the evidence of the leaders at once.

I understand that Mr. Paquette wishes to have a number of witnesses heard - at least I have a list of persons to call. I do not propose to take them at once. I will probably call them in support of some information which he said he would have. Everybody will have plenty of time to arrange for any witnesses they may wish to have heard. It is simply to keep the evidence clear, and to have all the information before us, so that we may know what the facts are as we proceed.

MR. GIGNAC Under those circumstances I have no objection to giving my evidence to morrow.

MR. SIMPSON On behalf of one who is not here I would like permission to ask Mr. Paquette an explanation of one word which he used in his evidence. I may say at once that it is no interest of mine at all, but I think it is only fair to the person referred to the matter should be made clear.

Mr. Paqette has stated that one of the foremen at Hochelaga bbused his help. This can be read in a great many ways, and , in as much as those proceedings will be read all through Canada I think it only fair that the matter should be made perfectly clear.

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I would, therefore, like to ask Mr. Paquette what he meant when he made use of that expression.

THE COMMISSIONER You may put the question to him, if you wish.

BY MR SIMPSON

Q Will you kindly tell us what you meant when you said that the foreman abused the employees? That may be read in different ways. For instance it might mean something immoral?

A I mean ill treat.

Q In what way?

A By cuffing them sometimes.

BY THE COMMISSIONER

Q Striking them?

A Once.

Q Why didnt they have him arrested?

A We had one of them arrested one time, and had lots of trouble over it.

The reason we did not proceed any more with this matter of Venne, wasbecause we were loaded up with this other matter, and we thought we might let this little matter go.

BY MR MONTGOMERY

Q In order that there may not be any misunderstanding, Mr. Paquette, your Federation was organized in 1906?

A Yes.

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Q And, up to the month of May that is during 1906 and 1907, you succeeded in getting several increases in wages?

A Yes.

Q Some of which were brought about as a result of demands made by you, andsome of them were anticipated by the Company, just as you described this morning?

A Yes.

Q And, from the general tenor of your evidence, I understand that up to the month of May you had no complaints to make as regards your treatment by the Company?

WITNESS In regard to the way the Federation was used by the Authorities?

COUNSEL There was no necessity for any commission to enquire into the matter. The situation was as satisfactory as you would expect under the circumstances?

A I do not say there was no friction of any kind. That would be going too far.

Q I mean there was nothing more than would be ordinarily expected in an industry of that sort?

A There was some trouble, sometimes.

Q The Officers of the Union were always met by the Officers of the Company, and the matter was discussed?

A In a general way, yes.

Q Now, that brings us up to the month of May, this year?

A We might say that the friction started since that

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affair of Venne. That was about the end of April.

A Coming down to that affair of Venne. The company alwys declared its readiness to hold an investigation?

A Yes. The Company was willing to hold an investigation all right.

Q As far as that went, there was nothing unreasonable in their attitude?

A There is a good deal that is unreasonable.

Q How do you make that out?

A Well, because when a man works in a millhe cannot do anything of that kind. We stood some investigations in the past on matters of that kind, and, what was the result? Little girls and boys would go into the Office, and, they cannot speak English. They work in the Mill, and had been brought up in the Mill, and they see the overseer there before them, and they are afraid to say anything and do not stnd any show.

That is the reason why we are against any investigation of any kind.

Mr.Molesaid that affidavits might be taken, and that he was willing that they should serve. Then, I was satisfied.

Q Is it your view that a employee of twenty years standing should be dismissed simply the other employees ask for his dismissal, and threaten to strike if he is not dismissed?

A I never thought that.

Q You are against investigations?

A I am against investigations, and the workers are

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against investigations. Mind you, I never said that they were right in asking for the discharge of Venne.

Q What I am trying to get at is, whether you consider whether there is anything unreasonable in the attitude of the Company at that time?

A I did not say anything of the kind.

Q Well, this brings us down to the month of May, when the general reduction was posted?

A Yes.

Q To take effedt on the fourth of May?

A Yes.

Q During the years 1906 and 1907 You had received advances at different times?

A Yes.

Q Aggregating approximately how much?

A Well, you might call it an average of twenty five per cent.

Q During the two years?

A Yes. You might call it that. Remember this was not in all the Mills. It was the case in the Montreal mills of the Dominion Textile Company, but not in the Valleyfield Company. The Valleyfield Company only gave, should judge, twelve to fifteen per cent, because unfortunately they had only one increase, whereas in the Dominion Textile Company they had two increases.

Q Does that apply to the Mule Spinners?

A There are about fifty mule spinners out of two thousand five hundred employees.

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Q As a matter of fact, did not the Mule Spinners get more than two increases?

A They might have had three or four. The idea I want to express is that in the Dominion Textile Company in two years they got two increases, whereas in the Montreal Cotton Company, they got fifteen or sixteen per cent of an increase, five in February, and ten last year. The Mule Spinners were raised two or three times, but there are only fifty Mule Spinners out of two thousand three hundred employees.

Q Coming down to nineteen hundred andeight, and the posting of this reduction, you do not seriously contend that there was no business depression?

A I have nothing to judge by. The only way I can judge of a business co cern is when they are making money. When I read in the papers that a Company is paying its dividends I know that they are making money.

Q You think that as long as they continue to pay their dividends, there is no business depression, and their business must be as good as it was before?

A As long as they are paying dividends I believe thet are making money.

Q Is your view also that they have no right to declare any cut in the wages of the employees, without declaring a corresponding reduction in dividends?

A Well, I am not a philanthropist, but it is just like this - I believe the laborers should not be the only ones obliged to stand the hard times.

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Q Would that apply equally well if the labourers had received increased aggregating 25 per cent in the two years immediately preceding, without any corresponding increase in the dividends to the shareholders? You havebjust told us that in the case of the Dominion Textile Co in the two years immediately preceding the 1st of may the employees had received an increase, or increases aggregating on an average of 25 per cent?

A Yes, in Montreal

Q Did the shareholders in the Dominion Textile Company receive any corresponding increase in dividends?

A I dont think they did. They do not pay the wages of the employees. It is the consumer who pays. If they have to pay more wages they simply sell their goods higher. A storekeeper was telling me in Magog that when they increased the wages of the cotton mill ten per cent, they increased the price of their goods twenty per cent.

I will say more than this -- of course this may make Mr Ewing smile, but we hear it from the storekeepers all over.

There is a storekeeper in Valleyfield who told me the same thing, that is, that the price of the goods was increased twenty per cent when the wages of the employees was increased 25 per cent.

MR EWING: If I might be allowed to say it, we made an advance of five per cent in wages without being asked

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for it about two years ago. We were then asked to make a further advance, and we advanced the wages ten per cent.

A short time after that there was pressure brought on us again, through the Union no doubt, and we advanced the wages another ten per cent, which makes about 27 per cent advancein all.

I think that was in March. I had a letter from Mr Paquette thanking me and saying that everything was satisfactory, and that he would see that everythig would go well. In the month of June following, they brought on more trouble. We met at the Sun Life office one afternoon, and Mr paquette said "Dont give them ten per cent, give them five per cent -- give them something."

Do you remember being at the Sun Life office one afternoon?

WITNESS: Yes

MR EWING

XXXXXX: You said "We do not want the whole ten per cent." This would make 35 per cent. You said "Do not give them the whole ten per cent -- give them five per cent -- give them something'" Do you remember saying that.

WITNESS: Do you want to know if I said that?

MR EWING: Yes, to me.

WITNESS: Telling you to cut down the employees five per cent?

MR EWING: No, but to raise them five per cent?

A Yes, that is all right. I do not want to be misunderstood. I may have said that.

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Q Then, you speak about cutting down dividends when times get bad. Take the time when we paid no dividend at all for five or six years. Do you think we ought to cut the wages off altogether in such circumstances? People having stock in the Montreal Cotton Company would have been far better offwwith their money in the bank?

THE COMMISSIONER: I would be glad to have a statement of the dividends paid by the Montreal Cotton Company

MR RWING: I think we can procure one.

BY MR MONTGOMERY:

Q I think you were going to give us the statement made by a certain storekeeper?

A I dont think it is necessary. I will withdraw my remark in connection with that.

Without giving you his name, I may say that he is the biggest storekeeper in Valleyfield

MR SIMPSON: If he is the biggest storekeeper in Valleyfield he is one of the biggest enemies the company has

BY MR MONTGOMERY:

Q The company simply proposed to take away from the employees for the time being, the ten per cent which they had given them voluntarily the year before?

A I dont know.

Q Are you sufficiently acquainted with the trade in the United States to express any opinion as to what improvement was made in the textile trade in the States lately, or what reductions were made?

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A In some places they made cuts of five per cent and in some places they made cuts of 18 per cent; in some places they cut the wages ten per cent, and in some other places they did not cut them down at all.

Q Is it not a fact hat in all the larger associated mills a general cut of 18 per cent was made?

A No sir, it is not so - not a general cut of 18 per cent. There were some cut in some places

BY THE COMMISSIONER: In most of the mills in the United States?

MR MONTGOMERY: Yes, Mr Simpson tells me it would be the mills of the Fall River district.

BY MR MONTGOMERY CONTINUING:

Q I understand you do not dispute the accuracy of the statements contained in the circular that the Councillors voting against the motion that the employees should keep on with their work and accept a reduction of ten per cent, represented five thousand nine hundred and sixty, as against fourteen hundred and fifty who voted for a strike?

A There is no sense in those figures. We are not representatives in that way We represent the Federation. Each man does not represent his district. HHe represents xx the whole federation. This is only a question of making a nice story.

Q So, these men do not represent the districts they come from?

A They represent their workers, no more and no

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less, and if it was decided before they started -- outside of Magog the question of a strike was not decided one way or the other.

Q Will you be good enough to tell us how your executive Council is composed.

A Well, if there are three locals in one district they elect a member of the Council. They elect him for that place.

Q As a matter of fact your Executive Council is made up of representatives elected by the different locals throughout the different districts?

A The reason I say this is because the workers do not carry on the business this way. These men cannot come in and say "We represent 1400 people". If that were the case how is it that at the time this circular was printed there were 5000 people on strike.

Q These representatives represent the different districts they come from? That is to say, your Council is a representative Council?

A In some cases, yes

Q You do not dispute the accuracy of the number of workers in the districts which each of these Council-men nominally represent?

A That might be right.

THE COMMISSIONER: I presume the idea that Mr paquette has in mind is that the representation in this federation is just about the same as the representation either in the House of Parliament or

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in the provincial House. A man is elected for a certain district, but when he becomes a member of parliament, he is a representative of the Dominion. Liberals and Conservatives alike represent the Dominion. It would not follow, I suppose, that a representative casting a vote would do so because all his people wanted it.

WITNESS: I will go further than that and show you that the statement is not right. In Magog they have two representatives, and have two votes, yet there are only about 800 workers. The mule spinners have a Vice-President

BY THE COMMISSIONER:

Q You divided on the question of this strike four to four?

A Yes

BY MR MONTGOMERY:

Q Of the four who voted for the motion there was Mr Grenier. He is a cotton worker?

A Yes

Q Mr Gardner?

A Yes

Q He is also a cotton worker?

A Yes

Q Actively engaged?

A He is not in Canada now. He is away.

Q He was at that time,

A Yes

Q Mr Neveu was also a cotton worker?

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A Yes

Q Mr Nantel?

A Yes

Q And Mr Parent the same?

A Yes

Q All four men actively engaged in the cotton industry at the time, and working.

A Yes

Q The four who were against the motion consisted of Mr Paquette, who was working in the Police Court.

A Yes

Q was Mr Pafard a cotton man?

A Yes

Q Mr Ouelette was not a cotton man?

A He is not a cotton man, but he is a worker

Q He is not a cotton man however?

A No.

Q What work does he do?

A He works in a woollen mill.

Q For the Penman Company?

A Yes

Q This strike only affected the cotton workers?

A Now you make me think of something which I forgot The same afternoon that Mr Gignac and his four voted to accept the reduction of ten per cent in the wages, and not to allow the people to go on strike in Montreal, that same crowd voted to support a strike in St Hyacinthe, in the woollen mills, where the condition of the woollen workers are worse than the cotton workers

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Q Mr Therrien makes up the fourth.

So that of the four who voted for the strike only two were actively engaged in cotton work at the time, so that the men actually in the cotton industry voted four to wo against the strike?

A If you put it that way, yes

Q Mr Gignac was the President, and gave the casting vote?

A Yes. He was not a worker though. He gets $15 a week from the pederation. He is not working in the mill. He works as a Police Court clerk.

BY THE COMMISSIONER: The Police Court seems to have had a good deal to do with the cotton indtsurt.

BY MR MONTGOMERY:

Q So after they had resolved not to accept the reduction the mule spinners went out on strike?

A Yes

Q And then we learn from Mr Gignac's circular that you went around from mill to mill. Why did you go round?

A Because I had business there. I am general secretary of the organization.

Q What was the object of your visit? What sort of business did you have there?

A I am a speech-maker. That is my business. I go to their meetings, and make a speech, and talk to the boys.

Q After your Council had resolved to accept the reduction, and to stop the strike, you started out on your campaign as a speechmaker?

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A Just the same as ever. It is the same old story. I always go around from one local to another. My visits were not more frequent at that time than they were at any other time.

Q was it in conseqence of your eloquence that the employees of the different mills went out on strike, some on the 11th and some on the 18th?

A No;it was not in consequence of my eloquence. It was because they had increases beforethrough me, and they had confidence in me.

Q Did you visit Montmorenci?

A yes sir, I did.

Q What happened at Montmorenci?

A I was there.

Q What happened?

A There was a fight there, started by some of his friends

Q Some of whose friends?

A Some of Mr Gignac's friends. Four or five men got drunk and commenced to fight amongst themselves I have seen men start a fight when they got drunk before.

Q What was the result of the meeting?

WITNESS: What do you want to know that for?

Q I just simply wanted to know?

A Well, they commenced to fight, and they women commenced to cry. That was the result. I stayed there and I went home when I felt like it. Why dont you come around to all the meetings that I have. You

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might get some other result.

Why dont you ask me about the other meetings that I had?

Q Any way, the result of that particular meeting at Montmorenci was not altogether favourable to your campaign?

A Well, to tell the truth there was a fight there. It was not over me, however. Nobody said a word to me

Q You told us that since the time of the strike you have not drawn your salary. It seems to me necessayy to explain that answer. I think it is only fair to add that you have not collected any dues since the time of the strike?

A we stopped the dues altogether, because the people were not working. I was not getting paid during the time of the strike.

Q So, you dont know where your organization stands, or how many members you have in it, until you call the next per capita tax?

A We dont want to have any meetings, because we want to get these people back to their work. There are enough of them sacrificed.

It is understood between the Union people that we shall not have any meetings in Montreal or valleyfield or anywhere elwe until the people are reinstated in their old jobs. we do not want any of our people to walk the streets of the city. We have enough of that at the present time. The only people who meet

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are the members of the Council.

Q I have only one more question to ask you. I understood you to say that you considered that the company was instrumental in organizing this Union Amicale for the purpose of defeating your organization Do you really mean that?

A I never said that the company organized this Union Amicale, but I pretend that the work was done by the bosses and the overseers in the mill at Hochelaga, and that is the reason why I wrote to Mr Mole. I told Mr Mole that he was not instrumental in organizing a thing of that kind, but that they were using his name with a purpose.

AND IT BEING FIVE OF THE CLOCK THE FURTHER EXAMINATION OF THIS WITNESS IS CONTINUED UNTIL TOMORROW, FRIDAY, JULY 17th AT 10.30 OF THE CLOCK IN THE FORENOON

AND ON THIS SEVENTEENTH DAY OF JULY 1908 PERSONAL CAME AND REAPPEARED THE SAID WITNESS

WILFRID PAQUETTE

AND HIS EXAMINATION WAS CONTINUED AS FOLLOWS:

THE COMMISSIONER: Mr Gordon handed me yesterday a copy of the terms of engagement between the Dominion Textile Company and its employees. This document will be filed as exhibit number 15. It reads as follows:

"All employees intending to leave the service of the company shall be held to give two

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weeks notice of such intention to their overseers, and upon failure to comply with this stipulation shall forfeit to the company the amount of two weeks wages, which shall be deducted from whatever amount may then remain unpaid in the hands of the company.

"Any of the employees absenting themselves from their work without leave from their overseer shall be subject to a discharge and shall forfeit two weeks wages.

"The company may at any time without notice, discharge any employe for incompetence, unfaithfulness, immoral or improper conduct or for any wilful damage done the property of the company.

"The employees shall work on all holidays except on Christmas and New Years, or any other day that the company may see fit to grant.

"A copy of the above regulations shall be given to each employee at the time of registration."

In addition to that, Mr Gordon has handed me a copy of company's register, which contains the terms of engagement which I have just read, with the following addition:

"We, whose signatures are hereunto annexed individually agree to the foregoing terms of engagement."

Then there is a column for signatures, a column for the age, a column for the signature of a witness, another column headed "Where from", and another column headed "Where working". Another

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column "Date of registration".

It is not necessary to keep this register The point to be noticed is that in addition to the terms of engagement, there is the clause "We whose signatures are hereunto annexed, do individually agree to the foregoing terms of engagement".

This register may be returned to Mr Gordon.

I understand that Mr Paquette was to produce some papers this morning.

WITNESS: In regard to this investigation in connection with Venne, about which there was a lot said yesterday, I told you that I had some affidavits. I would like to produce them. I now produce certain affidavits signed by employees who were working under Venne at the time. From these affidavits, you will see what happened, and what kind of a man he was, and whether he was a fit man to be in the employ of the company. You will see the kind of a man the company kept in their employ for their own reasons. You will also see that Verne was using men who worked in the employ of the company for his own personal purposes while these men were getting paid by the company.

I now hand you the following affidavits, one signed by Alphonse Masse, one by Alphonse Couture, one by L P Sylvestre, one by H Graham, one by Joseph Foucault, one by H Lavigne. and one by H Savignac.

These affidavits will be filed as Exhibit

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number 16

The Commissioner also asked me yesterday in regard to our price lists and how we got them up, and presented them to the company. I have here two or three of our price lists which will show you how we did the business. I will file these lists as Exhibit number 17.

BY THE COMMISSIONER:

Q I understand that those are prices which you prepared?

A Yes

Q At meetings of the Council?

A yes, at meetings of the Council and at meetings of the locals.

Q And, the price lists were made out apparently from the old wage lists?

A Yes

Q Then these were presented to the company, and considered by them?

A Yes

Q Have there been any cases where the company has taken the price lists which you presented and considered them?

A Yes, they always do.

Q Did they discuss them with you?

A Yes

BY MR MONTGOMERY:

Q What prices are these?

A The approved price lists of the Council of the

KENEHAN
STENOGRAPHER
ONTREAL

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Federation, prepared prior to the negotiations with the company for a change of the winter schedule

Q Are these lists lists for any particular year?

A 1907.

BY THE COMMISSIONER: These lists are just being presented by Mr paquette in order to show the method of negotiating?

WITNESS: That is it exactly.

You also asked me in regard to the records of the Council. By the records of the Council, dated April 25th 1908, you will see that the question of the reduction of wages posted in all the departments of the Dominion Textile Company was discussed. It was proposed by Brother N Therrien, Seconded by Brother Ouelette -- that a committee composed of Mr Gignac and Mr parent should have an interview with the general manager of the company, Mr A G Mole to know if the company was serious in this reduction of wages, and if so, that the mule spinners should be authorized to go on strike Monday morning, the 4th day of May, that they should not go back to their work without the understanding that the said reduction would not be enforced in any department of the Dominion Textile Company.

It was also decided unanimously by the Council that the Council would take all means at its disposal to protect the mule spinners in case of a stike.

This is signed by Mr Gignac as general president of the organization, and it is also signed by me as secretary.

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On the 3rd day of May it was proposed by Mr Gardner, seconded by Mr Parent that this reduction of ten per cent should be accepted by the textile wokkers and that they should go back to their work next morning, May 4th, as usual.

There was lots of discussion on that motion but the result was that the motion failed. For the motion A Parent, Francois Nantel, M Neveu and W H Gardner against the motion P Pafard, E Ouelette N Therrien and W Paquette. The number of votes being even, the General President, Mr Gignac voted in favour of the motion that the men should go back to work next morning.

There is something which I wanted to state about which I spoke yesterday. I simply want to show you that it is in the record.

On the same day Brother Ouelette explained to the Council the situation of local number 18, that is at St Hyacinthe. He showed that a great number of Unionists were sacrificed because they belonged to the Union. Itwas decided unanimously that number 18 local should be entitled to go on strike if they wanted to. That is what was decided.

Mr Gignac and his friends who voted against the strike in Montreal for the cotton operatives who were obliged to stand a reduction of ten per cent, voted in favour of the strike at St Hyacinthe on the same day. On the 18th of May we had a special meeting of the Council, the members

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present being Messrs E Ouelette, A Parent, M Therrien P Pafard and W Paquette; the President being absent Mr ~~Raffaire~~ Ouelette was called to preside at the meeting

A great deal of correspondence was read and placed on file. One of the letters submitted was a letter informing the Council that Mr Therrien had been re-elected as Vice President of district No. 2 of Montreal.

It was adopted unanimously, proposed by Brother Parent seconded by Brother Therrien that the motion accepting the reduction of ten per cent -- this is on the 3rd of May -- be reconsidered This motionwas adopted unanimously. That the said reduction of ten per cent proposed by the manufacturers should be objected to and that all the trouble resulting from the refusal of the workers to go back to work should be under the jurisdiction of the Council of the pederation of the Textile Workers of Canada.

Q What does that mean? Does it mean that other parties were taking charge of the affairs?

A It means that the Council should take care of the strike.

Q That was a dig at the Union Amicale?

A yes, and a dig at the ex-General President, who was publishing circulars, and distributing literature in the different papers every time he got a chance.

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It was also voted at this me ting that since the 3rd of May instant, Mr Gignac by his actions and his words, has hurt many of the members of the pederation, and it was resolved that he should be dismissed as general president of the organization, and this by the majority of the Executive Council, and that a vote of censure should be registered in the records for his past conduct.

Q This was done at the meeting of the 18th of May?

A yes

Q Did Mr Gignac call that meeting?

A No. It was the majority of the Council.

Q Had the majority of the Council a right to call that meeting without consulting the President?

A / In a case of that kind, yes. We were having trouble and we thought at the time that by having a man acting as general president who was against the strike, that we ought to come to some kind of an understanding with him.

Q This meeting of the 18th of May was a special meeting?

A yes

Q And, you had another meeting on the 23rd?

A We had one on the 3rd of May.

Q I understood you to say that the one at which Mr Gignac was replaced .....

A That was on the 18th of May.

Q I thought it was the 23rd?

A No; it was the 18th.

Q So, if I have an entry that it was the 25th it should be the 18th?

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A Yes

It was decided at that meeting that the general president should be paid fifty dollars a month. I made an offer at the meeting that instead of getting one hundred dollars, as I was getting at the time -- not getting, but promises -- that my salary should be reduced to seventy five dollars a month, so that we might be in a position to pay the general president, Mr Ouelette, $50 a month

Q Your salary of $100 was on account of your services as general secretary?

A yes; and I made the remark that it should be reduced to 75 and that the salary of the General President should be $50. I am sorry to say that he never got a cent.

Q That is the salary you are still looking for?

A Not at the present time.

Q You have not received anything?

A Nothing at all, nor did the General President get a cent since the last meeting.

It was voted and adopted unanimously that Mr Ouelette should be general president pro tem until the next convention.

Then, we had another meeting on the second of June and another meeting on the 13th of June, and we shall have another next Saturday.

Q You have given us the minutes, as exhibit 18?

A yes, but I would like those minutes to be returned to me. Those are the minutes of the organization since we have been organized

THE COMMISSIONER: I will see that they are returned

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