The union complains that three trimmers did not receive the 20% increase as per the award of Dec. 22. The three men are E. Fox, H. Himmelman and S. Rosenberg.

1. In the case of E. Fox, it is known to the Trade Board that he was discharged sometime ago from the tailor shops but because of long service with the company he was given a new chance to learn trimming. He is, therefore, an "inexperienced worker" in the terms of the award and not entitled to the increase.

2. H. Himmelmann admits that he never worked as a trimmer until he came to Hart Schaffner & Marx, tho he had worked for a short time as a cutter at Rosenwald & Weil's. He also as an "inexperienced trimmer" is not entitled to the increase.

3. Sam Rosenberg. Claims he worked for three months in New York City and two months in Chicago as a trimmer, but was unable to furnish any reasonable evidence as to his work and his claim for the increase is not allowed.

James Mullenbach.
The union combination that used to trimmer the box. The trimmer box in the New York office was trimmed by employees from the union. The three men in the box, H. Himmelstein and 6. Rosenfeld.

If in the case of a box it is known to the Trimmer Box, the Trimmer may be given a new chance to learn Trimming. He may, therefore, never again be considered as an "experienced Trimmer" in the sense of being rated as such.

If Himmelstein were to hold the trimmer position for the duration of his employment, he would work for a short time as a cutter or beginner. The Trimmer is not entitled to the increase.

In New York, only five weeks in office as a Trimmer, are sufficient to qualify any person for the position of a Trimmer. The work and the claim for the increase is not allowable.

James Mathenach.
Baker was suspended for threatening an examiner and for unbecoming conduct in the shop.

The examiner had gone to Baker's place and taken a forepart to examine; while examining it he was called away and placed the forepart under his arm as he walked away. Whereupon, Baker got up and snatched the garment from the examiner. An altercation ensued and Baker reported the trouble to the shop chairman and the examiner reported to the foreman. The four came together at Baker's place and the shop chairman suggested that the discussion of the matter be laid over until all the parties had quieted down. The examiner, however, insisted he would not leave until Baker was suspended. And thereupon Baker said he would slap his face if he did not get out. The suspension followed.

The Union attempted to show by certain evidence that the trouble between the examiner and Baker grew out of Baker's resentment at certain remarks that the examiner had made to the timekeeper about a quarter of an hour before the altercation over the forepart. While this evidence reflected seriously on the conduct of the examiner, the trade board is unable to find any direct connection between the two events.

Up to the present time there has been nothing in the record against Baker, and considering all the circumstances surrounding the suspension, the Trade Board finds that discharge would be too severe for the offense and directs reinstatement, without back pay.

JAMES MULLENBACH
The examiner has come to the examiner's place and
has been offered a tobacco while examining it,
and has stated that he wishes to take it.

The examiner has taken the tobacco and
smoked it without any comment.

It should be noted that the examiner
does not smoke or use tobacco.

The examiner has been requested to
describe the tobacco in detail.

The examiner has stated that the tobacco
is a typical mixture of different kinds,
and that it is of good quality.

The examiner has also been asked to discuss
the effects of smoking on the body.

The examiner has stated that smoking
is harmful to health and that it should be
avoided.

The examiner has also been asked to give
his opinion on the best way to prepare
the tobacco for smoking.

The examiner has stated that the tobacco
should be cut into small pieces and
then mixed with other components.

The examiner has also been asked to
discuss the various types of tobacco
available on the market.

The examiner has stated that there are
different types of tobacco, such as
filter and pipe tobacco, and that each
has its own characteristics.

James Muthermnock
Petition by people for reinstatement of Morris Baker, a backer.

The Trade Board directs that Baker be reinstated without back pay to begin work Thursday morning, Feb. 12, 1920.

James Mullenbach.
Partition of people for placement

of Walter Baker & Co.

The Trade Board directs that Baker & Co.

registered as firm pack by 404 Parker St.

Thursday morning, Dec. 12, 1930

James Mullenbach
Supplementary Note.

Susina was suspended for refusing to shape the bottom on certain coats, alleging they were crooked and could not be shaped. The shop chairman had asked to have the coats held for investigation but the management refused and suspended Susina.

An examination of the coats in question disclosed the fact that eleven of them could be shaped and five of them required bushelling before being shaped.

A rule was agreed to that the shapers were to refer coats to the examiner that appeared to them to have crooked bottoms. If the examiner required the shaper to shape any coat thus turned over to him by the shaper, the shaper, if he saw fit, could require that the coat be held for investigation in regular manner thru the shop chairman.

Because Susina was suspended while asking that coats be held for investigation the Trade Board directed that he be reinstated with back pay for time lost on account of suspension.

James Mullenbach.
Petition by union in behalf of trimmers - Factory A.

A dispute arose as to the method of trimming shady lots. The trimmers were willing to trim as they had the previous season when they worked on sack coats, or to trim as other sack coat shops were trimming.

The management wished to have the coats trimmed by use of thread marks and shady tickets combined.

After three hours the management agreed to have coats trimmed the same as in the other shops, as they could not reach the union deputies.

The union asks pay for this on the ground that the company’s time order had no sanction in this present universal practice of the shops.

The company objects to paying for time lost during a stoppage.

After hearing the evidence the Trade Board finds no ground for allowing pay for time lost under these circumstances. At the same time the Trade Board finds that the company’s management ought to have informed itself as to the method of trimming shady lots before issuing orders that were afterwards found and admitted not to be properly sanctioned.

James Mullenbach.
Petition of motion to permit of premises - Westco.

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The trouble seems to be the result of insufficient supply of the trouble.
Petition by union for pay for Bertha Wolff during period of suspension.

The girl was suspended at 2 P.M. one day and reinstated at 10:30 A.M. the next day. She was suspended for coming late at lunch hour, and for refusing to go down stairs to the superintendent when directed to do so by the labor manager.

The union claims the girl was not required to go downstairs to the superintendent; that if he wished to see her he should come to the floor where she worked; that the superintendent had adopted a policy of calling people to his office from various floors of the building, and by the length of his interviews as well as by the distance from the work place, the practice was causing the people to lose money. This girl worked in the second floor. The union did not deny that she had been late after the lunch hour, or that she had refused to go to the superintendent.

After hearing the evidence the Trade Board finds no ground for allowing the pay during the suspension period. The girl should have gone to the superintendent when directed to do so. She was tardy and he had a right to interview her about it at his office. If she believed that the superintendent was misusing his authority by prolonging the interview beyond what was reasonable or other wise taking advantage of the situation she could bring complaint. If the union desires to build the power or authority of the superintendent in regard to calling people to his office, that can only be done by an order of the Board of Arbitration. As yet there is nothing in the agreement or previous rulings which limits the authority of the superintendent in this respect in any degree.

James Mullenbach.
Petition by union in behalf of certain finishers and armhole basters.

The union asks compensation for these workers on the ground that they suffered a half day's lay off while non-union and apprentice girls were kept at work in the shop.

The company does not deny that these workers were laid off but claims that in retaining the others no special loss to the people occurred because the apprentices who remained in the shop could finish only one or two coats for the half day, and this would be an insignificant loss to the people; while if they had been laid off, the apprentices would have quit.

The action of the company was clearly against the provision of the agreement giving the preference to union people but the disadvantage in this case was rather slight and in some degree can be made good by equalizing the time later for those girls who were laid off. The following are the finishers who were laid off and who are entitled to equalization of the time:

#1371  M. Baronela
1372  Car. Cormela
1379  J. Barone
1386  J. Markovich
1382  K. Adamczyk
1389  Bessie Romes
1395  L. Raymer
1398  G. Cauliono
1403  J. Priciones
1430  A. Biogi
1434  Emma Kuko

The arm-hole basters are:
#1130  Elizabeth
1325  J. Huss
1326  Nellie Kadodzie
1327  Mary Malotka
1329  Minnie Nastella
1331  Lina Yates
1332  K. Dulus
1334  Mary Prouge
1336  M. Schaffer
1337  Mary Drendel
1340  H. Malnowsky
1341  S. Marenga
1342  R. Bellards
1345  Opzd
1348  M. Pacoesones

James Mullenbach.
The company petitions the Trade Board for the discipline of one Ida Schultz, an official of the Union in Shop 5, for using improper language.

The evidence in the case brought out the following facts: This girl got into an altercation with the foreman when she asked him for a pass. In the course of the controversy she admits that she used "language" she ought not to have used, but pleads in extenuation that she was excited and angry because she had been sent from one foreman to another for a pass and that the foreman had used rough language toward her (the evidence for this however, is not very convincing).

At the time of the occurrence she was an official of the union but has ceased to be an official of the union.

In view of this action by the union and her own admission, the Trade Board does not believe it necessary to take any further action.

JAMES MULLENBACH.
The company has decided to take the following steps in response to the recent financial crisis.

1._cutting_back_on_non_essential_expenses
2._improving_collection_processes
3._increasing_revenue_through_new_markets
4._cutting_staff_and_reducing_expenses

In view of this situation, the company may need to make some difficult decisions. Our top priority is to ensure the financial stability of the organization.

Sincerely,

[Signature]
Petition by union for reinstatement of Nettie Slutsky, a finisher, Factory L.

This girl was suspended for refusing to fell the bottom of yoke 35 coat. She felled only a part of the bottom and refused to complete it on the ground than an agreement had been entered into last year with the management to fell only one and one half inches of the bottom, the balance to be done on hour work. The manager with whom the agreement was made is now in the employ of the company, and the foreladies who were here last season are also not now employed by the company. The testimony in this case was quite contradictory but the weight of the evidence supported the company's contention.

The girl was reinstated without back pay with instruction to do the work as required. It is also ruled that if any modification of the rate is made in two other shops where the same dispute was taken up by the rate committee, the revised rate should apply in L.

One point came to the attention of the Trade Board in connection with this case. The chairlady had already held a coat for investigation on this point of dispute. She asked that the coat felled by Miss Slutsky be held also.

The Trade Board is unable to see any reason for holding this second coat when one coat would have sufficed to disclose the particular issue in dispute. The right to "hold for investigation" is one of value to the people in the shop and the shop chairlady must be careful in the use of this power.

James Mullerbach.
Pettifor, August 10, 1935

The City was surprised to learn that
right into the mouth of the Peoria River three
months after the Peoria River had burst its
dams and flooded the area. The people of the
City were shocked to learn that the Peoria
River had taken a new course and was
flooding the area. The people of the
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the Peoria River had taken a new course and
was flooding the area.
The union in behalf of Angelina Batora, a bushel girl in Factory B.

This girl did not receive the increase under award of July 9th, 1919.

The evidence shows she was hired as bolt tacker June 30th, 1919 as a week-worker. She was paid $17.00 a week. The company did not grant the increase as they assumed she was inexperienced. It appears, however, that she was formerly employed as a hand sewer in Shop 35 and worked for five years as a finisher and in other sections.

When the facts were developed the company agreed to grant the increase to take effect as of original date.

James Mullenbach.
The rumor in part of America described a
plot to partitions

The first trial not to result in the prosecution which aimed

at July 1919.

The outcome shows we are facing a part of Russian Jews

who, 1919 as a week worked, were only working 21.90 a week.

The company, which for years, tried to increase their

income, however, these who were

community organized as a group began to shop 50 any working

for their losses as a limiter and in other sections.

When the large next generation the company decided to

grant the increased to face. All of our attorney sent.

James Infinger
The company petitions the Trade Board for the discipline of Dave Lerman, a dart presser in Factory J who because of being an officer of the union is outside the discipline of the company.

This man repeatedly does very poor work and when shown work he became angry and tells the management to do it themselves.

We request prompt action to this case.

H. C. Foxton.

The evidence on the whole supported the contention of the company, and Trade Board directs that he be transferred to some other shop.

James Mullenbach.
The company position for the board for the year

Gentlemen,

With reference to your letter of January 1

Please note that the action of the board is substantiated by the

落叶

Yours sincerely,

H. C. Rockton

The statement on the prices reported to the corporation

of the company, and the board of directors, that the price

Yours faithfully,

[Signature]
#942.  3/9/20.

The union in behalf of Julia Wisnowski - Factory C.

The union contends the girl is entitled to increase of the award of July 9th, 1919.

The record shows that she began work April 22nd as a piece worker - felling bottoms by machine; that on May 12th she was transferred to week work, sorting lots at edge trimming, and was thus employed until September 22nd when she was again assigned to piece work - tape felling.

There were some errors in applying rates, and the girl claims she went on week work only by special arrangement which is disputed. But the outstanding facts seem clear that she began work April 22nd and that she was a week worker at the time the award was made.

Under these circumstances the Trade Board finds that the claim is not allowable as the provision of the award plainly states that "no inexperienced persons (week-workers) employed less than three months" shall receive the increase.

James Mullenbach.

The original complaint in this case is lost.

James Mullenbach.
The union is pleased to announce the following:

The union is holding a strike to continue to increase

The current wage shall be increased by 50 cents per hour.

The union strikes will be held on Monday, Wednesday, and Friday of each week.

The union is demanding a 25% increase in wages and benefits.

There were some minor changes in the strike plan, but the main goals remain the same.

We ask that all members of the union support the strike.

The strike is scheduled to begin on Monday, January 1st.

James Johnson

The current wage shall be increased by 50 cents per hour.

James Johnson
Case #943.  3/9/20.

Petition by union for reinstatement of Joseph Yussin, a trimmer, Factory L.

The Trade Board directs that Yussin be reinstated in Factory L but without back pay for time lost.

A supplementary note will be written later reviewing the issues and evidence.

James Mullenbach.
The suspension notice gives as a reason for Yussin's suspension "using threatening language to foreman and refusing to abide by the agreement signed by deputies" by which the flow of work thru the trimming section was to be regulated.

There were two trimmers absent Saturday and the company wished to divide their lots among the other trimmers, claiming that the special agreement covers such a contingency also. The union deputy who signed the agreement states that such a contingency was not discussed or anticipated by those who signed the agreement and contends that the company should not have forced the situation by appealing to the agreement that was intended to apply to such a condition.

On this point, the Trade Board finds that the agreement has worked very satisfactorily until the present contingency arose and the Board is of the opinion that the deputies by negotiation can further fit the agreement to meet such particular needs as may arise thru the absence of the workers. The Trade Board accordingly referred the agreement again to three deputies for such modification as may be necessary to meet the requirements of smooth flow of work thru the section.

As to the charge of using threatening language toward the foreman, there is evidence in support of this, but the utterance was made when both parties were engaged in an altercation and the Trade Board believes that the loss of time since the suspension will be sufficient penalty to deter Yussin from any repetition of the language.

James Mullenbach.
Case #950.

3/10/20.

The union in behalf of seam stitchers Factory J-4.

The union claims these operators lost time on account of change of motor on their machines.

There was a change of motor and it may have caused some delay or decrease in earnings temporarily, but a comparison of pay roll records does not disclose any loss running over two days time within which the change was made.

The Trade Board, therefore, is unable to find any grounds for the complaint and it is hereby dismissed.

James Mullenbach.
Case No. 620

The motion in behalf of the applicant for change of place of venue.

The motion alleged these grounds: first, the inconvenience of the witnesses; second, a change of place of venue on their motion.

There was a change of venue and we may have occasion to some day... and... reference... justly... no... conclusion... and... if... two years... for... one... and... and... on... to... for... on... or... The Trial Board, therefore, is unable to find any

James McFarland
Case #945.  3/15/20.

The union in behalf of M. Rappaport and Mr. Bold discharged trimmers.

The Trade Board directs that these trimmers are to be reinstated without back pay to begin work Monday March 15th.

Rappaport is to maintain an average of 70% in production and Bold one of 50% whether for laying up or for sleeve lining cutting.

James Mullenbach.
Case 468

The motion to depart of M. Reposa and M. Hola

is granted.

The Trade Board desires that these decisions be so

reported without delay to begin work Monday.

10:00

Report to the maintenance engineer of VOG at 10:00.

Getton and Poll are to file report for James up to 10:

Please finish cutting.

James Mulrennan
SUPPLEMENTARY NOTE.

Rappaport was discharged for insufficient production turning out on company's computations as low as 45% of work while the first two weeks he averaged 95%. Since that time, last August, he has averaged around 65% to 70% until recently, when he has fallen off considerably.

The Trade Board directs that he be reinstated with the understanding that he is to produce 70% until standards of work and wages can be set in the trimming room.

M. Bold was also discharged for insufficient output. He has been averaging about 50% on the company's basis until some weeks ago when he began to fall seriously. The culmination came when he spent 28 hours, laying up a 9 yard lay 120 high (2-ply).

In his case the Trade Board directed that he also be reinstated on condition that he produce 50% in conformity with his earlier production.

It is understood that this action of the Trade Board is not to be cited by either side as of any significance in setting standards in the trimming, a matter that lies now immediately before the Board of Arbitration.

James Mullenbach.
Case #949.  3/16/20.

The company complains that a mistake was made in applying a rate for regular elbow seam sewing. The company asks that the correct rate be put in force.

The rate in use is $5.14 per 100 and should be $4.68. The erroneous rate has been in force this season.

There is no dispute about the figures and the correct rate is in use in all the other shops.

The Trade Board directs that the correct rate be applied immediately.

James Mullenbach.
The company complains that a mistake was made in applying the rate for regular afternoon service. The company states that the correct rate be put in force. The rate in use is 2.5% per 100 and应当 be applied immediately.

J. W. Mittlepaedt
Case #951.  

3/16/20.

Petition by union for reinstatement of Ida Schultz and Lucy Mason, Shop 5.

These girls were suspended for inciting a stoppage in their sections.

The evidence disclosed, however, that they were not present in the shop when the stoppage began but came in late and became participants of the stoppage. They acted as spokesmen for the girls and objected to do the work as it had been arranged for them. They, with the others, refused to go to work until their deputy came, altho he had by phone to the shop chairman directed them to begin work.

The Trade Board, regarding this refusal of the girls to obey the direction of their officers as a serious breach of discipline, called the girls of the section before the Trade Board and censured them. The Board directed the reinstatement of the two girls with the loss of time during period of suspension.

James Mullenbach.
These fields were subsequently for finding a solution to their reception.

The above mentioned process, however, that they were not present at the time when the episode began and came to life any became participants of the episode. They, with the help of the above mentioned, were able to work with their minds, to be able to work with their hands, to be able to play some of the above mentioned adventures from the edge of work.

The above mentioned, having the capacity of their abilities to open the right of the right, allowing the right of the right to be on the board. The board, therefore, secured the right and commenced from the right with the above mentioned, and the board of the minute bearing of the board.
Case #951. 3/17/20.

Petition by union for reinstatement of Joe Krakauer, an off presser in J-2.

Krakauer was discharged for inciting a stoppage of the off pressers in J-2 on Friday, March 12th.

The company presented as evidence in the support of its action the testimony of four men to the effect that Krakauer, after a controversy with the instruction of the section, went among the men and spoke to them at their pressing boards and later returned to his place and striking the glass block heavily on his pressing board, gave the signal to the men to stop, which they did immediately.

The union contended that there was no stoppage but that after the instructor had insulted Krakauer, the off pressers became so wrought up about it that many of them gathered about the instructor, altho others continued at work. Certain of the off pressers testify to this and the union also presents the working card showing that the clerk punched their cards at close of the day showing they had worked up to quitting time.

There is some contradiction as to just when the stoppage began. The time ranged between 3:50 P.M. and 4:15 P.M.

One other fact came out. The men refused to work overtime altho they were ordered to do so by the superintendent.

In view of the evidence, the Trade Board finds that Krakauer did incite the stoppage. The evidence is as conclusive on this point as one can expect under such circumstances, and cannot be offset by the work records. The whole affair occurred just before the closing hour and the work records are readily explainable. Any coats punched for 4:15 would read 4:30.

A good deal of testimony as to the "language" used by the instructor was presented to the Trade Board in connection with the case, but the Trade Board has no occasion to pass on the merit of this evidence as it is not directly related to the complaint against Krakauer. Of itself, it furnishes no ground for Krakauer's action in inciting a stoppage.

The discharge, therefore, is to stand.

James Mullenbach.
The company presented an answer in the form of a letter to the board of directors, stating their intention to proceed with the installation of the new power plant. The letter explained the reasons for the decision, the financial implications, and the potential benefits to the company's operations. The board of directors was expected to discuss the proposal at their next meeting, scheduled for 10 AM on the 15th of next month.

The letter also included a detailed breakdown of the costs associated with the project, including equipment, labor, and permits. It was emphasized that the investment would be a wise one, given the long-term benefits to the company's growth and profitability.

In view of the evidence presented, the board was convinced that the proposal was in the company's best interest. They agreed to proceed with the project, provided that all necessary permits and clearances were obtained.

The meeting adjourned at 4:30 PM, with the next meeting scheduled for the 15th of next month.
Case #947.  3/17/20.

SUPPLEMENTARY NOTE.

The specific charges against Orbach are -

1. That he handled a foreman roughly when getting some coats from him.

2. That he went to work on hour work without a permit.

3. That he derides the foreman and brings them into contempt in the shop.

4. That he holds coats for investigation without even paying attention to criticism of the examiner.

As to the last charge, there appears to be only two or three instances where Orbach caused coats to be held and this charge is dismissed.

As to the second charge the Trade Board is uncertain as to just how carefully the rule is observed about requiring an hour work ticket before beginning on hour work, and the evidence in this instance is not at all decisive. The Trade Board also leaves this charge out of account.

As to charge #1, the Trade Board finds from the evidence that Orbach did seize the foreman by the arm, pulled him around and tear the coats from him, and behaved in a way quite indefensible. His excuse that he wanted to get the number of the lot on which he had been working can be no extenuation of his action.

As to charge #3, the Trade Board finds that Orbach had frequently derided the foreman and acted in a way to bring them into contempt among the people.

The Company also presented the record of Orbach showing a number of suspensions and complaints extending over several years.

In view of all this evidence, the well-known record of Orbach and his recent exhibitions of temper and misbehavior, the Trade Board believes it to be necessary to take drastic action and orders the suspension issued by the Trade Board Saturday to be turned into a discharge.

James Mullenbach.

The company claims that an error has been made in Factory B in failure to apply a rate in canvas basting section.

The rates at present in effect are:

Single breasted, one pocket  2.08
  "  "  two pockets    2.26
Double  "  one pocket  2.26
   "  "  two pockets on time work

The company contends that they have a rate of 2.26 for D.B. coats with two pockets - but that it is not being applied on a certain kind of double breasted coats with slanting or vertical pockets.

The girls in the section claim that there had been a special rate for this coat of $2.42 and that it had been withdrawn. The Trade Board was unable to find any record of such a rate.

All other D.B. coats with two pockets are being done at the rate of $2.26. The Trade Board is unable to find any difference between this coat and the others and directs that it be placed on piece work at the same rate as the others - $2.26 per hundred.

James Mullenbach.
<table>
<thead>
<tr>
<th>Rate of postage for service</th>
<th>Description</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single letter, one book</td>
<td>25c</td>
<td></td>
</tr>
<tr>
<td>Two booklets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One booklet, double letter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two booklets, one letter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two booklets, double letter</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The company advises that in order to apply a rate to the above section, the rate of 25c applies to D.R. covers with two booklets, but that it is not payable for a cover containing only one booklet, where applicable.

All D.R. covers with two booklets are subject to the rate of 25c. If there is any difference between this rate and the charge for services, any balances shall be charged or credited as appropriate to the service.

Jemma Matthewson
The Union petitions for reinstatement of Earnest Behr, an armhole raiser, in Factory B.

This man according to the company left his place in Factory B without authority and consequently is not eligible for reinstatement.

The facts as disclosed by the evidence are that Behr was transferred permanently from L to R, and later in the day was given the same transfer back to Factory L. This action by the timekeeper the company claims was not authorized. The man presented the transfer at L but was told that there was no work there and was let out.

The evidence supports the contention of the union that the man was improperly discharged, and the Trade Board directs that he be reinstated in Factory B with back pay for the time lost.

James Mullenbach.
Petition by union for reinstatement of Barney Cohen, a welt maker, Factory R.

The company discharged this man for refusing to enter an identification number on the slip as most of the workers in his section were doing.

The Union claims the man makes an identification mark on the welt, a practice he has followed for many years in Factory B. He objects entering the number as it would mean a loss of time.

The Trade Board believes that the amount of time involved is so small and the advantage to efficient management so great that the regulation is reasonable and ought to be made effective in this section.

The Trade Board directs that Cohen be reinstated without back pay and enter the identification number in accordance with the order of the management.

James Mullenbach.
PEFTRATION PBA WUNOR 403 R.

Open a well, make a test on the water to the company's specification. The water of the next section was gratefully accepted. The water of the next section was gratefully accepted.

It would seem a loss of time.

The Teeve Board represents that the amount of time.

The Teeve Board represents that the amount of time.

It would seem a loss of time.

James Wittern

Date
Petition by union for reinstatement of I. Metzger, a top stitcher, in shop 5.

There came into the shop about 60 pair of trousers on which the canvas was softer than usual, and required closer attention to work out the piping. The men refused to make up the trousers and the company suspended Metzger. There are five top stitchers, but one of them was absent the day Metzger was suspended. The other men were officials and not subject to immediate suspension.

The union contends that there was an hour worker in the section at the time and that the trousers in dispute should have been given to her. They also claim that an arrangement was made with the superintendent two years ago to have the soft canvas trousers done on hour work. The company denies there was such an arrangement. There does not seem to have been any use made of it.

The company contends that the variations in canvas are very great and that it would be very difficult to draw a line that would sort the canvas without continual conflict.

The Trade Board realizes that the soft canvas will require more time but is impressed with the difficulty of properly and unquestionably classifying "soft" canvas. On this point it recommends that the Rate Committee study the situation and see if effective methods of classification can be worked out.

In the meantime the Trade Board directs that Metzger be reinstated without back pay, and the sixty trousers be divided among the workers in the section.

James Mullenbach.
Petition by union in behalf of Sol Greenberg, a trimmer.

Greenberg was suspended for refusing to answer questions while any one was in the office of the superintendent.

The superintendent had called Greenberg to his office to inquire why he had been absent from his board. Greenberg refused to answer unless his shop chairman was present. The superintendent explained that the Trade Board had ruled against the shop chairman being present on such an occasion. The superintendent states that Greenberg, therupon, refused to answer any question unless all the people both in the outer as well as in the inner office were excluded. Greenberg denies he asked to have the outer office cleared. It is admitted that the labor manager was seated at a desk adjacent to the desk of the superintendent and that two foremen were sitting or standing just outside the door of the office, and that another foreman was present at the beginning of the interview but left the office later.

Greenberg denies that he asked the superintendent to clear the outer office, tho he objected to the presence of the two foremen whom he claims were standing in the door. They claim they were sitting at a table just outside the door.

The union bases its claim for back pay on a ruling of the Trade Board in cases 639 and 640. These cases dealt with a claim by the union to have shop chairman present when a cutter was being interviewed by the superintendent. The Trade Board ruled that the union was not entitled under the agreement to have the shop chairman present when the superintendent was interviewing a cutter, but the Trade Board also made the following statement:

"It is the judgment of the chairman that such interview should be private; that the presence of other officials gives the worker a sense of disadvantage and the feeling that he is being brow beaten. Such interviews ought to be conducted without passion or discourtesy by both men, and ought to result in definite understanding as to whether any action is to be taken by the management."
The Trade Board is of the opinion that the conditions of the interview as indicated by the evidence did not meet the conditions laid down by the Trade Board as "private". The Trade Board holds that Greenberg was improperly suspended and is entitled to pay for the time lost.

JAMES MULLENbach.
The trade board is to set opinions that
coordinate the information as obtained by the
trade board and set the conditions into your
advantages. The trade board can "receive" the trade proposal
your other agreements were important successfully and
in estating to do for the time lost.

JAMES MULLERBAUGH
The union complains that work which has hitherto been done by trimmers is being done by people on the office pay roll. They claim the charge should not have been initiated by the company but should have been brought to the Trade Board for a ruling.

The facts in this case are not disputed. In brief they are as follows:

For some years the company when selling lining material for lining single coats has had the lining brought down from the stock room and measured and cut out by the trimmers and the bundle of goods would then be returned to the stock room and the yard or two of goods sent to the customer. Recently, the company, regarding this method as insufficient, has had a clerk go to the stock room and cut off the yard or so of goods instead of sending it to the trimming room as formerly. The amount of this work would average less than an hour a day according to the estimate of the company. The union admits that the amount of work is not sufficient.

There are two issues before the Trade Board:

1. The question of the work itself - whether it is to be returned to the trimmer or proceed as the company has recently arranged it.

2. Whether the company was required to secure an order from the Trade Board before putting the change into effect.

As to the first point, the Trade Board recognizes that the work has hitherto been done by the trimmers but the change made by the company effects so small an amount of the work — 5 hours a week among 250 trimmers — equal to about a minute a man — and is such a decided improvement in efficient handling of the transaction that the Trade Board confirms the change.

2. As to the second point - the Trade Board is of the opinion that the company ought to have brought the proposed change to the attention either of the Trade Board or the Trimmers Commission in accordance with the ruling made by the Board of Arbitration; under that ruling proposed changed from the customary practices in the trimming room were to be brought to the attention of the Trimmer's Commission or the Trade Board.

James Mullenbach.
The company, having reviewed the results of its operations for the quarter ended June 30, 20XX, has decided to increase the dividend payable to shareholders.

The dividend, which was previously paid quarterly, is now to be paid semi-annually. The first semi-annual dividend, amounting to $1.50 per share, will be payable on September 30, 20XX, to shareholders of record as of August 31, 20XX.

The company also announces that it has entered into an agreement to acquire a new facility in the city of XYZ. The acquisition, which is expected to be completed by the end of the year, will enable the company to expand its operations and increase its production capacity.

The company's management team is confident that these changes will contribute to the company's continued growth and success.

The company appreciates the support of its shareholders and looks forward to continuing its successful operations.
Petition by union for reinstatement of John Gratification, a seamer, in Shop 5.

The Trade Board directs that the man be reinstated with back pay for the time lost during the suspension. The trousers are to be ripped by the company and the man is to restitch them.

A supplementary note will be prepared later.

James Mullenbach.

Later.

Supplementary note. Case #960

Gratification seamed some trousers with wrong parts and refused to bushel them, basing his claim in an agreement made by deputies that the management would have trousers parts come in proper order and rotation to the seamers. The agreement is in writing and is quite specific.

Under the circumstances, the trade board is unable to find any ground for suspension.

James Mullenbach.
A supplementary note will be prepared later.

James Mullenbach.
The company presents a list of rates in Shop 4 which, it is claimed, have been wrongly applied and asks for their cancellation and substitution of correct rates. Except in one or two instances these rates have been in force from a time when the "memory of man runneth not to the contrary".

The sections with incorrect and correct rates, and disposition of the same follows:

1. Canvas piecing.
   Price used - 3.36
   Correct prices - 1.43
   1.56
   3.16
   2.16
   2.52

The earnings in the section at present average $26.65 per week, one person being employed in the section. Even at the present incorrect rates, the earnings are much below the earnings in factories A and L where the earnings are $46.85.

2. Canvas stitching.

   Prices used
   Correct prices
   S.B.  4.84  6.04
   D.B.  5.40  6.67
   slip on .92  .70

The earnings in this section average 17.87 while in A and L they are $30.62. Even if the rates were restored and consequently raised, (except for slip ons of which there are few) the earnings would be below the general level.

It is agreed that in the case of canvas piecing and canvas stitching the Rate Committee shall investigate the conditions of work to discover the cause of the great discrepancy in earnings and endeavor to agree on an adjustment of rates or other factors so that the earnings of Shop 4 may more nearly approach those of the other shops. Failing to reach an adjustment the matter may again be brought to the Trade Board.

3. Collar edge felling on adjustable collars.

   Price used
   Correct price
   9.92  8.70

The earnings in 4 are 32.31. It was agreed to use the earnings on finishing as a basis for determining rates and earnings in 4. The earnings of finishers in 4 are so low that they will have to be levelled by the Trade Board,
The company presents a trial of its new Super 10-Wire. It is advertised for a limited time only, and may not remain in stock. The advertisement is for the purpose of generating interest and may not reflect the actual availability of the product.

The section with incorrect and correct prices is as follows:

<table>
<thead>
<tr>
<th>Correct Price</th>
<th>Price Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>$33.50</td>
<td>$33.65</td>
</tr>
<tr>
<td>$33.65</td>
<td>$33.50</td>
</tr>
<tr>
<td>$33.50</td>
<td>$33.65</td>
</tr>
<tr>
<td>$33.65</td>
<td>$33.50</td>
</tr>
</tbody>
</table>

The reference to the section at page 19 of the section was not correct. The section to refer to was page 18, not page 19. A typographical error occurred, leading to confusion and miscommunication. The correct reference is page 18, not page 19. The company apologizes for any inconvenience caused and encourages customers to refer to the correct section for accurate prices and information.
so that the rates in 4 for collar edge felling on adjacentables will have to be based on the earnings of finishers in other shops - A and L. These earnings average 36.65 per week.

By agreement, this section is also referred to the Rate Committee for adjustment.

4. Edge trimming and bottom beating of yoke lined, no vent coats -

<table>
<thead>
<tr>
<th>Price used</th>
<th>Correct price</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.34</td>
<td>9.19</td>
</tr>
</tbody>
</table>

About ten per cent of the work is involved in this rate. It was agreed to put in the correct rate.

5. Edge stitching. Peak lapels.

<table>
<thead>
<tr>
<th>Price used</th>
<th>Correct price</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.13</td>
<td>4.53</td>
</tr>
</tbody>
</table>

This price has been in existence about four months. In this instance the union chooses to forego the advantage of correcting the rate and applied the money in the trimming section of Fac. Q (see ruling in case #982).

6. Tack facing on seamless edge O. C.

<table>
<thead>
<tr>
<th>Price used</th>
<th>Correct price</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.07</td>
<td>4.67</td>
</tr>
</tbody>
</table>

It was agreed that this rate should be corrected.

7. Joining.

<table>
<thead>
<tr>
<th>Price used</th>
<th>Correct price</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.16</td>
<td>5.44</td>
</tr>
<tr>
<td>10.31</td>
<td>6.65</td>
</tr>
<tr>
<td>9.91</td>
<td>7.19</td>
</tr>
<tr>
<td>11.96</td>
<td>8.40</td>
</tr>
<tr>
<td>12.63</td>
<td>9.91</td>
</tr>
<tr>
<td>14.88</td>
<td>11.12</td>
</tr>
</tbody>
</table>

The original error occurred in the first price. The number of coats affected is very slight "may be one in a year" the worker stated. Correction of this base rate will take care of the others and it is agreed to make the correction from 8.16 to 5.44 with the corresponding results in the other prices quoted.
### Table: Price List

<table>
<thead>
<tr>
<th>Item</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>2920.0</td>
<td>12.54</td>
</tr>
<tr>
<td>3920.0</td>
<td>12.01</td>
</tr>
<tr>
<td>4920.0</td>
<td>11.83</td>
</tr>
<tr>
<td>5920.0</td>
<td>11.67</td>
</tr>
<tr>
<td>6920.0</td>
<td>11.60</td>
</tr>
<tr>
<td>7920.0</td>
<td>11.51</td>
</tr>
</tbody>
</table>

The slight increase compared to your [price list] is due to an increase in the cost of raw materials. We are currently reviewing ways to reduce costs and will adjust our prices accordingly.
Lining Making.

<table>
<thead>
<tr>
<th>Description</th>
<th>Price used</th>
<th>Correct price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Piped seams, one pocket yoke ld.</td>
<td>14.64</td>
<td>13.28</td>
</tr>
<tr>
<td>Piped seams, one pocket 1 dart</td>
<td>15.71</td>
<td>14.35</td>
</tr>
<tr>
<td>French faced, shldr. ld.</td>
<td>12.30</td>
<td>4.41</td>
</tr>
<tr>
<td>Slip ons, no pocket</td>
<td>12.50</td>
<td>9.08</td>
</tr>
</tbody>
</table>

It was agreed to apply the rates in the regular shops with an addition of ten per cent.

9. Piping seams

<table>
<thead>
<tr>
<th>Description</th>
<th>Price used</th>
<th>Correct price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plain seams - vent</td>
<td>2.84</td>
<td>7.74</td>
</tr>
<tr>
<td>Plain 2&quot;</td>
<td>7.74</td>
<td>4.52</td>
</tr>
<tr>
<td>Plain 3&quot; - no vent</td>
<td>8.84</td>
<td>8.80</td>
</tr>
</tbody>
</table>

It was agreed to put in prices of regular shops and guarantee $6.00 additional until shop 4 is removed to Cicero building and 30 days after shop 4 has been opened in that building.

10. Elbow seam and turnup pressing.

Light weight plain seams

<table>
<thead>
<tr>
<th>Description</th>
<th>Price used</th>
<th>Correct price</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.68</td>
<td>2.57</td>
</tr>
</tbody>
</table>

The earnings of this section average $41.00.

Those of regular O. C. shops, A and L, are $46.00.

It was agreed to let this price stand without correction.

11. Underarm seam sewing lap seams made in one operation

<table>
<thead>
<tr>
<th>Description</th>
<th>Price used</th>
<th>Correct price</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.20</td>
<td>1.81</td>
</tr>
</tbody>
</table>

It was agreed to make this correction.

12. Tape sewing.

S.B. peak

<table>
<thead>
<tr>
<th>Description</th>
<th>Price used</th>
<th>Correct price</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7.31</td>
<td>6.58</td>
</tr>
</tbody>
</table>

It is agreed that this rate be corrected.
<table>
<thead>
<tr>
<th>Date</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>06.06</td>
<td>77.6</td>
</tr>
<tr>
<td>06.07</td>
<td>77.6</td>
</tr>
<tr>
<td>06.08</td>
<td>08.0</td>
</tr>
<tr>
<td>06.09</td>
<td>08.0</td>
</tr>
</tbody>
</table>

If you choose to settle the account for the period:

- Please mark the appropriate day and return it to the receiver.

Contact name

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Doe</td>
<td><a href="mailto:john.doe@example.com">john.doe@example.com</a></td>
</tr>
</tbody>
</table>

If you choose to settle the account for the period:

- Please mark the appropriate day and return it to the receiver.

Contact name

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Smith</td>
<td><a href="mailto:jane.smith@example.com">jane.smith@example.com</a></td>
</tr>
</tbody>
</table>
The Trade Board desires to state that these arrangements are not to be used as precedents in the correction of other incorrect rates that may be longstanding. The fact that the sections in Shop 4 had not yet been levelled permitted adjustments to be made that would not be feasible in other cases.

James Mullenbach.
The three basic features of state that these specify:

- Power
- Authority
- Control

We refer to this as the foundation of the modern state. This is a key element in understanding the development of modern states and their impact on contemporary society.