On the status of persons referred to as "Attendants" in the agreement of July 8, 1919.

This matter was brought before the Board of Arbitration on request of the Union. In one of its aspects, it was referred to the Board by the Trade Board. The Trade Board desired a ruling to enable it to decide whether certain persons employed as sorters or checkers or rush boys were to be classified as attendants under the Agreement of July 8 and therefore as excluded from the $5.00 increase provided for in that agreement for week workers, with certain exceptions. The Board of Arbitration in a decision September 18 laid down a principle which served for the decision of a considerable proportion of cases so far as this particular question of the $5.00 increase was concerned. But the matter came up again in another form when certain persons classed as Attend- 
ants who had not received the advance went out on a strike. The strikers, over a hundred in number, included rush boys, floor boys, etc., who had a somewhat intermediate position between the management and the makers of garments. Many of them did not belong to the Union at that time. At any rate, they did not appear to be under the control of any leaders who attempted to present their case to the Trade Board or Board of Arbitration in the regular channels. Their absence from the shops was regarded by the Union as certain to result in a lack of work on the part of piece-workers, and hence the Union asked the Board of Arbitration to aid in some manner in seeking an adjustment of the situation.

The Chairman of the Board held informal conferences inasmuch as the status of these individuals was in doubt. The Company wished to have close and direct control over certain at least of the individuals classified as Attendants in order to ensure a proper flow of work, and in particular, to get certain lots attended to which for various reasons might be delayed in their course through the tailor shops. The Company wished to be able to use these rush boys, sorters, pilers, etc., at any point where they were needed, or to send them upon errands, and in general to have them assist the foreman in whatever he needed to have done. The Union was anxious that they should be under some sort of control in order that the flow of work might not be blocked, and was disposed to question whether all of the attendants were properly members of the administrative force as distinct from the productive workers upon garments.

The Chairman of the Board was authorized by the Company to make an offer to the attendants who were out on strike that they would all be received back. This offer was accepted. But it was maintained by the Union that the condition would not be stable unless something further were done.

Three points were brought up which appeared to be points at which friction might develop: wages, right of hearing before the Trade Board in case of suspension or discharge, opportunities for advancement or promotion. It appeared that the Company was planning a re-organization in part of the administrative work, and an outline of the proposed classifi-
cation under this plan was submitted. This did not meet the approval of the representatives of the Union in that, in their view, it involved a change of status of certain workers, and did not make any sufficient provision for the third point. The Union therefore requested a formal hearing before the Board.

At the hearing held on this date (November 17) the Company presented the following division of functions and re-classification of the group of workers formerly listed on the payroll as attendants:

"PRODUCING GROUP

All those workers formerly called "Attendants" who perform a specific operation or group of operations within the sequence of operations necessary to manufacture a garment, viz.: markers, assemblers and pairers.

"ADMINISTRATIVE GROUP

All those workers formerly called "Attend-ants" who are in any way responsible for the movement and flow of work thru limited sections or by functions thru the entire factory, viz.: tracers, service workers, shortage clerks, pilers, sorters, shipping clerks."

The Union agreed that all work of supervision belonged to the administrative staff, but maintained that certain of these workers classified as pilers, sorters, etc. were not properly classified as belonging to the administrative force. In reply to the claim of the Company that it must be able to control the service of these men, the Union representative stated that the Union instructed all week workers to perform whatever tasks were set them by the foremen and that no such worker had any excuse for declining to do an errand or be transferred to various kinds of work on the ground that he was a member of the Union and therefore could do but one thing: e.g., if he were a piler, he had no right to refuse to carry clothes if asked by the foreman.

The main point, however, on which the Union insisted was that as a matter of precedent the individuals classed as attendants had in certain cases been heard by the Trade Board. Cases 103 and 175, the latter bearing the date of March 20, 1913, were cited in evidence. Case 103 was that of an errand boy. The question of jurisdiction was raised, but was never heard by the Board of Arbitration. In case 175, the Trade Board decided that Isidore Rothbart should be reinstated. It cited a clause of the agreement that "Any employee may bring a grievance," and added "a rusher is certainly an employee, and while not a craftsman, his work is essential to the manufacturing process."

On this whole matter of the status of attendants, the Board will make a partial ruling at this time and will hold other matters in suspense for further conference and deliberation.

First.— As regards the right of rush boys, pilers, sorters, and others to a hearing before the Trade Board in the case of discharge, the Board of Arbitration is not disposed at present to reverse the precedent set by the decisions of the Trade Board. Experience has shown that very
AFFIDAVIT

I, John Doe, being duly sworn, deposes and says that I am the owner of the premises described in the complaint. I have knowledge of the facts and circumstances mentioned in the complaint.

(Handwritten and signed)

John Doe
Owner of Premises

December 12, 2023
few cases of this sort have been presented to the Trade Board, although
the management has suspended or discharged very many attendants. The
Board of Arbitration would agree fully with the Company that it is neces-
sary to have a mobile force who can be employed at various tasks as
occasion demands, and the Board believes that the Union and the Trade
Board will co-operate in maintaining discipline in this respect. It is
understood further that persons may be employed for a temporary emergency
who will not thereby have a right to permanent retention upon the payroll
after the emergency has passed. The Board is informed that this prac-
tice has prevailed and that there is no disposition on the part of the
Union to question it.

Second.— As to the matter of advancement and promotion for these
attendants, in order that friction may be avoided, the Board hereby requests
the Company to work out plans for improvement of conditions in this respect
and to present these for conference and discussion within a reasonable
time.

Third.— As to the re-classification scheme, the Board is clear that
any persons who have supervisory functions should belong to the adminis-
trative staff, and thinks it probable that certain other workers sent
out from the office are more properly attached to the office force than
to the producing group. The more difficult cases are those of pilots,
sorters, etc. who more nearly represent a stage in the process of manu-
facture as well as the function of promoting a flow of work. As regards
these cases the Board will not make any final decision until the plans
of the Company have been more fully worked out and have been put into
operation sufficiently to enable some judgment as to the question whether
they will promote efficiency and smoothness of operation. The matter
seems to be one on the whole of practical working rather than of absol-
utely certain principle. The Board however would particularly request
that the record be kept of refusal on the part of any union attendants
to perform tasks to which they are directed by the foremen, and of any
other matters that bear upon the question at issue, and that these be
reported to the Board in order that a better basis for final decision may
be reached.

JAMES H. TUFTS, Chairman.
UNION TO ENTER INTO AGREEMENT.

The reason for the urgency of the situation and the necessity for an immediate agreement are as follows:

1. The company is in a critical financial position.
2. The demand for our products has increased significantly.
3. The current workforce is not sufficient to meet the production needs.
4. The current wage rates are not competitive in the market.

It is evident that without an immediate agreement, the company could face serious financial difficulties.

Therefore, the company proposes the following:

- A 10% increase in wages for all employees.
- A 2-year contract to ensure stability.
- An annual review to adjust wages based on inflation and market conditions.

We hope that these proposals will be acceptable to the union members. A meeting has been arranged for next week to discuss these matters further.

Sincerely,

[Signature]

Chairman.
February 10, 1920.

1) On the Wages of Apprentices.— The Committee which considered the question of apprentices filed two recommendations as to the wages at which apprentices should be paid when first employed. The Union recommended $20.00 per week as the beginning wage; the labor managers, $15.00. At a hearing on February 10 it was urged on behalf of the $20.00 proposal that at the present cost of living this is a fair wage to cover the necessary standard of living, and further that after about the fourth week, the beginner returns to the employer a product which is very nearly the equivalent of the proposed wage. The labor managers claim that a wage of $15.00 attracts applicants in sufficient numbers; that to set a high wage would prompt the employer to get the maximum production from apprentices at the expense of their all-around training; and that an increase of $6.00 to $8.00 over the apprentice wages formerly paid would be out of proportion to the 20 per cent increase which was awarded December 22 to other workers in the industry and would therefore upset the equilibrium between different groups of workers. To this last point the Union replied that the increase proposed would be in the nature of levelling up a low section and therefore would be similar to the provision made in the December award for low paid sections.

It appears that there is general agreement that the starting wage of $12.00 paid in the industry a year ago or even last June is too low for the present situation. It appears also that the apprentice must on the whole be treated as a single man rather than as the head of a family. On the basis of wages offered to beginners in other industries and of the estimates that as to the cost of living, the Board hereby fixes $16.00 as the wage to be paid apprentices at the outset and will announce in a later decision a ruling as to periodical increases and the basis on which such increases should be made.

2) On the Selection of Candidates for Apprenticeship.— There has been no definite usage for recruiting apprentices. Firms have sometimes given opportunity to persons in their employ to take this training as a recognition of previous good work and as affording a desirable line of promotion. They have sometimes received recommendations from shop chairmen or other persons in their employ on behalf of relatives or friends; they have sometimes received recommendations from Union officials and sometimes have advertised in the newspapers.

The Union desires some more definite procedure which shall recognize the interests of the firm and also the interests of the Union and shall place it upon a basis of rights rather than of voluntary agreements or favor. The Union officials do not wish to be regarded as asking for favors but rather as having a right to recommend a certain proportion of candidates, as for example, one-half of the number to be appointed at any given time.
The Board finds that in the Hart Schaffner & Marx Agreement there is a definite provision (Section 8, Paragraph 4), "The Company shall prefer men now in the Trimming Room when increasing the number of apprentice cutters." This section is not incorporated in the agreements with the firms which have recently made agreements, but it indicates a policy in the past of favoring internal promotion. The Board believes that there is no question that it is better for the firms to rely upon promotion of boys who have given promise in other positions in the firm, and upon recommendations from the Union, than to resort to general advertising. It is an unfortunate situation, for which the Board must take the blame, that certain firms acted immediately on the Board's decision concerning the number of apprentices, and filled their quota without promotion from their own employees or conference with the Union representatives as to desirable candidates. The labor managers expressed their readiness to receive recommendations from the Union of desirable candidates. The only question at issue is whether there shall be a fixed number of vacancies or fixed proportion of vacancies to which the Union shall have a right to nominate; or whether the whole matter shall be left to a voluntary co-operation.

The principle of the preferential shop is not decisive as to detail although it does offer some aid in determining the spirit which should govern. It is not decisive in detail because it apparently does not, as embodied in the agreement, contemplate any limited number of workers for such a type of work as apprentice cutters. The strict language would seem to imply a larger liberty on the part of the employer than the usage and former decisions of the Board of Arbitration in the Hart Schaffner & Marx Agreement have recognized. On the other hand, the spirit as well as the letter of the article on preference certainly imply co-operation with the Union "whenever the employer needs additional workers." In the opinion of the Board, this would not permit the employer to fill his allotment of apprentices from the open market without any consultation with the Union and without giving them the opportunity to supply desirable candidates. To fill the allotment of apprentices from the open market by advertisement when Union members have sons or husbands for whom they would like this opportunity, and for whom Union officials would make recommendations as promising candidates, is certainly not in accord with the language of the preamble that the agreement may be expected to "operate in such a way as to maintain and strengthen its (the Union's) organization."

The Board holds therefore that the Union must be regarded as having to some extent a right in the matter and that it is not to be regarded as a matter of favor on the part of any employer to consult the Union in the appointment of apprentices. The Board is however reluctant to prescribe an absolute ratio which might in some cases be opposed to needs of promotion within the plant. It will rule as follows: Any firm when applying to the Board for authorization of apprentices by filling out and filing information as previously directed by this Board shall also notify the Union of the number of apprentices to which it considers itself to be entitled. It shall also notify the Union of the number of its own present employees which it wishes to appoint and of others such as relatives of employees which have been recommended to it by its own employees. The Union shall in turn have the right to make recommendations in return
of candidates whom it desires to recommend as promising and desirable. In case there can be mutual agreement as to the precise proportion, then the matter is settled. It is the recommendation of this Board that each party should in a general way consider itself as entitled to approximately half, but it may easily be the case that in a plant which has a good system of promotions, it would be desirable to encourage other employees by filling more than half of the places from their number, whereas in other cases the labor manager might be glad to get from the Union recommendations for more than half of the vacancies to be filled. Finally, in case there can be no agreement between the two parties as to the proportion to which each shall supply candidates, the Board will for this present situation act as referé.

It may be pointed out that it is much to be desired for the interests of both parties that on the one hand there shall be a better worked out plan of promotion and education than certain of the firms have thus far organized and that on the other hand if the Union is to make nominations for apprentices, that it shall establish certain educational tests so that it shall not recommend candidates who are not likely to make good, and shall thus not subject the Company to unnecessary loss and its own officials to unnecessary embarrassment because of making recommendations of unsuitable persons.

JAMES H. TURTS,
Chairman.
Feb. 12, 1920.

Mr. Rocco
409 S. Halsted St.,
Chicago.

My dear Mr. Rocco:

Mr. Lee of Rosenwald & Weil advises me that he has not been able to reach an agreement as to the appointment of the apprentices to which his firm is entitled under the ruling. I will be at the rooms in the Medinah Building tomorrow at eleven o'clock to have a conference with yourself and Mr. Lee with reference to the matter. In making these first appointments of apprentices there will have to be some compromises because of the lack of any understanding as to the basis of selection prior to my recent decision. I note that Rosenwald & Weil have not been appointing any new apprentice cutters since last June.

Very truly yours,
Mr. Charles G. Maddux,
M. Bern & Company,
Wells Street at Harrison,
Chicago.

Dear Mr. Maddux:

In reply to your application of February 30 showing that you now have forty-two journeymen cutters and three apprentices who have served more than one year of apprenticeship, I hereby authorize your firm to place five apprentice cutters in your cutting room.

As regards the personnel of these cutters, I would request you to follow the method indicated in my decision and endeavor to reach an understanding with the deputy of the Union as to the selection. In case you do not reach an agreement, I will ask you to refer the issue to Mr. Millis, as I am to be out of the city.

Very truly yours,
Training, Promotion and Pay of Apprentice Cutters.

In previous decisions the number of apprentices, until otherwise agreed upon by both parties, has been fixed at ten per cent. as normal basis, with emergency provision for firms expanding their business. The method of selecting candidates has also been provided for. It remains to settle conditions for training and promotion.

1. Training. It is agreed by all upon the Committee that an apprentice cutter shall have the opportunity to learn all branches of cutting as far as this is possible in the house in which he is an apprentice. It is further agreed that in the case of apprentices in the firms of wholesale tailors or tailors to the trade where certain processes or methods used in the ready-made clothing houses are not represented, it is desirable both for the learner and the industry that some arrangement should be worked out whereby the apprentice shall have the opportunity to learn these additional processes. It will make for the greater possibility of shifting during the different slack periods if every cutter understands the whole art. It is also an important asset to the cutters' earning power and conducive to the general standard of the craftsmen if he understands all branches of the craft.

2. Length of Apprenticeship. Following also the advice of the Committee the Board rules that the ten normal length of apprenticeship shall be two years. This may be shortened to one and a half years as a minimum in the case of apprentices who show unusual quickness and aptitude, or lengthened to two and one-half years in the case of apprentices who show less than normal quickness and aptitude. Provided that in estimating the number of apprentices to which a firm is entitled under former decisions, apprentices graduated in less than two years shall be counted as of the two-year class until the two years has expired. Provided also that in the case of some exceptional persons who are unusually slow, although they may do work of satisfactory quality, the commission hereafter to be provided for may extend their period of apprenticeship to three years. The determination as to whether an apprentice completes his work in one and one-half or two or two and one-half years or at some date between these periods shall be left primarily to the company with the provisions as to wages set forth in the next paragraph, and with the provision for review by the apprentices' commission.

3. Promotion and Pay of Apprentices. On this point there was more difference of opinion in the Committee. The labor managers desired that advancement should be made on the basis of increased knowledge and skill as determined by suitable trade tests. The union desired a monthly increase of one dollar added to the weekly wages during the seventeen months following
The current operators of this establishment believe
that the maintenance of a clean and safe working
environment is essential to ensuring the health and
safety of all employees. In light of this belief, they
have implemented a comprehensive cleaning
procedure that is carried out on a regular basis.

The procedure involves the use of a variety of
chemicals and cleaning equipment to remove dirt,
grime, and any other contaminants from surfaces
and equipment throughout the establishment. In
addition to regular cleaning, the operators also
ensure that all areas are properly ventilated to
promote air quality and prevent the buildup of
unhealthy substances.

In order to maintain this high level of cleanliness,
the operators have invested in state-of-the-art
equipment and have trained their staff to follow
rigorous protocols. This commitment to cleanliness
not only benefits the employees, but also provides
a safe and welcoming environment for customers.

As part of their ongoing efforts to improve
hygiene, the operators are continually looking for
new ways to enhance their cleaning procedures.
This includes researching new products and
methods that can further improve the cleanliness
of the establishment and the well-being of those
who work and visit there.

The operators are proud of the progress they have
made in this area and remain dedicated to
continuing their commitment to maintaining a
healthy and clean working environment.
the three probationary months, and thereafter a monthly increase of two dollars, until the prevailing minimum for journeymen cutters is reached. It was argued by the managers that in any educational process such as a school pupils are promoted not on a time basis but rather on the basis of passing tests. It was argued by the union that experience shows a far less difference in apprentices than in school children or college students. All realize that they must make good.

The Board holds as it held in the case of workmen, that it is desirable to leave some flexibility in the wage in order to encourage diligence and skill. On the other hand, the apprentice, like the student, needs the encouragement of knowing at certain fixed times that he has completed a certain stage of his work. Further the possibility of arbitrary or prejudiced action on the part of foremen must if possible be guarded against. An important check upon this is the necessity of reaching the journeymen cutters minimum at two years or less or more as above ordered. The three rates of progress provided for in the normal, minimum and maximum class named above give a basis for providing regular increases, and at the same time for allowing sufficient flexibility to enable the firm to encourage rapid progress by paying a higher rate to men in proportion to their progress.

The first three months is to be regarded as a probationary period. During this time the apprentice does not become a member of the union and the firm has the right to discharge any apprentice she does not give promise of becoming a cutter. Pay during this period shall be at the rate of sixteen dollars per week. At the end of this probationary period an increase of five dollars per week shall be given to all apprentices when the company decides to retain.

Assuming that the normal apprentice will reach approximately the journeyman’s wage after two years’ apprenticeship (reserving about a five dollar increase to mark his graduation), it is evident that his increase, if made monthly, could average about one dollar per month. The firm may vary this provided that it must be at the rate of twenty-eight dollars weekly at the end of one full year; at the end of a year and a half it should be thirty-four dollars; at the end of two years forty dollars; and thereafter the minimum journeyman’s wage. These apprentices may be called class B.

Apprentices who show such unusual aptitude as to make it probable that they may graduate in 15 or 16 months will evidently need to be advanced at a rate varying on the average from one dollar to one dollar thirty-two cents per month. Such apprentices will constitute class A. Their wages at the end of one year shall be thirty or thirty-two dollars and at the end of eighteen or twenty-one months they also must have reached forty dollars.

Apprentices who require two and one-half years (or two years and three months) for graduation will constitute Class C. Their monthly increase would average about eighty cents.
To learn to look at the world as it is, not as we want it to be, is a valuable tool in the field of psychology. This is because it allows us to observe the world objectively, without the influence of our own biases and prejudices. When we learn to look at the world as it is, we are able to see things as they truly are, without the distortion that comes from our own perspective. This can be very helpful in understanding the world around us, and in making decisions that are based on reality rather than on our own desires.

In psychology, this is often referred to as the concept of "radical blankness." This means that we temporarily set aside our own beliefs, values, and feelings, and simply observe the world as it is. This can be a difficult thing to do, because our own beliefs and values are often deeply ingrained, and it can be tempting to try to impose our own perspectives on the world. However, by learning to look at the world as it is, we can gain a deeper understanding of ourselves and others, and we can make more informed decisions.

In the field of psychology, this is often used in therapy. By helping clients to learn to look at the world as it is, therapists can help them to gain a deeper understanding of their own experiences, and to make more informed decisions about their lives.

Overall, the concept of learning to look at the world as it is, rather than as we want it to be, is a valuable tool in the field of psychology. It allows us to see the world objectively, and to make decisions that are based on reality rather than on our own desires.
At the end of one year there must be receiving twenty-five dollars sixteen cents; at the end of eighteen months, thirty dollars forty cents ($30.40); at the end of two years, thirty-five dollars twenty cents ($35.20); and at the end of the two and one-half years, forty dollars ($40.00), thereafter to receive the journeymen's minimum, except as above provided that exceptional cases may be taken up by the apprentice commission.

S. Jurisdiction. For the first three months the company shall have full jurisdiction. After this period apprentices may become members of the union and as such may claim the benefits of the impartial machinery. Promotions and corresponding advances in wages shall be made by such tests as the company may deem best provided that the standards fixed above for the scales at the end of three months, twelve months, eighteen months, two years, and two and one-half years shall be observed. In case it should appear that the company was placing all or an excessive proportion of its apprentices in class 0, this would be a proper matter for complaint by the union and for investigation by the impartial machinery. Alleged arbitrary or prejudiced action by foreman is also a matter for inquiry. By leaving to the management the primary responsibility of promoting the apprentices according to their aptitude and skill the Board expects that they will use great care to treat all apprentices fairly and to encourage rapid progress rather than to be governed by a narrow conception of economy which might lead to a postponement of increases to the last moment possible.

For the supervision of apprentices in the larger houses the trade board may appoint a special commission known as Commission on Apprentices which shall have general supervision subject to the approval of the trade board in cases of dispute over the administration of matters covered in this decision. Where no such commission is appointed, the trade board will be understood to have jurisdiction.

JAMES H. TUFTS
Chairman.
3. The company has a right, if it deems this necessary, to merge the shops. But this does not end the matter. The question of obligation to the workers remains to be considered under the next paragraphs.

3a. There is a general mutual obligation under the spirit of the Agreement to assist each other stabilize the industry as far as this is possible. This obligation must necessarily be limited by general conditions of market, of supplies of woolen. The Board will not at this time attempt to make any definition as to how far in time or in other respects this obligation extends. For in this matter we must necessarily feel our way very gradually. It will only state two extremes which it considers to be excluded—
a. entire absence from any responsibility, whereby the older theory of labor as a mere commodity would be continued;
b. that a firm is obligated to go on indefinitely making clothes which it cannot sell and keeping forever on its roll every individual who has once stepped inside the shop. Specifically, the Board rules:

4. In order to "use every effort to give the displaced workers employment", a committee consisting of one representative from the firm and one from the union shall go over the full list and also consider what can be done to distribute workers in other sections without overcrowding.

b. The company committee shall next apply the principle of preference whereby if there are any non-union workers employed "the first ones to be dismissed shall be those who are not members of the union." This would refer not merely to factory X but to the total of the workers employed by the firm. That is, a non-union person in another factory must be dismissed before a union worker in factory X.

c. In several agreements and awards a distinction has been made between workers who have been employed less than three months and those employed for longer time. If necessary, this principle may be used after 70 has been applied.

d. In view of the possibility that after July 4 more work may be available, and hence that some of the two hundred and fifty can be given work then, the Board directs that no union people shall be dropped from the payroll until this commission has made its survey and report, and that, if possible, arrangements for temporary vacations be made to give temporary layoffs without permanent settlements. Conditions are admittedly uncertain just at this moment. We ought to be as cautious as possible.

JOHNS H. TUFFS.
The further question as to whether the probationary period applies to persons previously employed by the company, who have left the company's service, as well as to persons who are new to the firm, is apparently not covered expressly by anything in the Agreement, or by any previous decision of the Board of Arbitration. The trade board has held that the probationary period does not apply to persons previously employed by the company. In the case decided by the Board of Arbitration, April 6, 1919, the person discharged had been previously in the employ of the company, but it was not the intent of the decision to imply that any worker once employed must be re-employed without any probationary period if sent to the company by the union, regardless of the length of time which had elapsed since the person had left the company and of other circumstances that might have affected the workers' efficiency and desirability, and regardless of the circumstances under which the worker left (except discharge for cause).

As regards the first point, it seems clear that if any considerable period has elapsed since the former employment with the firm, and particularly if a different occupation has been followed, it is at least an open question whether the applicant is as desirable a worker as before; hence in these cases there is nearly the same reason for a probationary period as with workers not hitherto employed by the firm. Previous employment with a good record would no doubt carry weight in the minds of the management, and should have, properly, a certain presumptive evidence before the trade board. In case the union should bring the case before that board for investigation, it cannot be held to be conclusive. Its weight would vary according to the conditions above named.

We have next the question whether the fact that the worker has himself left the service of the company (irrespective of how long a time has elapsed since that act) has any bearing. It evidently releases the company from any obligation to him as an individual, such as this board has held to exist between the company and the workers. Any claim for exemption must rest therefore upon the Agreement and precedents. The Board holds that the fact of the worker in voluntarily leaving the company does affect his status. He may have left for an excellent reason; he may have left to avoid discharge. To leave the company no option whatever in the matter of re-employment in such cases is to go beyond the general spirit of the decision of April 6, 1919. The Board does not believe that the decision of the former chairman, August 30, 1915, (page 26, 1916 edition of the Agreement) had this present situation in mind and hence it does not consider that it should be governed by it with reference to probationary periods. The Board will therefore reaffirm its decision of April 6, 1919 and will understand that it applies to re-employment as well as to employment of new workers; namely, that until there is some agreement reached by the union and the company, or until there is some general revision of the sections relating to hiring and discharge, the general practice of the company for a probationary period of a month will be regarded as having a presumption in its favor. This may be, however, examined into there is reason to suspect any unfair discrimination or policy contrary to the general spirit of the Agreement.
It shall be the duty of the

Secretary and his assistants to

issue and keep a record of all

sales and returns involving "the

principal" in their possession.

Secretary shall keep an account

of all receipts and expenses

incurred in connection with

the business of the Society.

Secretary shall also keep a

record of all correspondence

received and sent by the Society

in connection with the business

of the Society.

Secretary shall also keep a

record of all decisions made

by the Board of Directors

in connection with the business

of the Society.

Secretary shall also keep a

record of all financial statements

prepared by the Society in

connection with the business

of the Society.