We are called upon to define the meaning of the term "general tailors" as used in the agreement fixing the general wage increases for this market to be effective December first. The agreement provides that "general tailors" shall receive a minimum wage of $40 per week. The firm contends that the term "general tailors" includes only those who are first-class artisans engaged upon major tailoring operations, but not those who are working upon minor or less important tailoring operations. The principal argument advanced to support this contention is that the operations which these latter men are performing do not require expert skill and therefore do not warrant a wage of $40.00 per week. The workers in reply admit that a "general tailor" should be an all-round, first-class artisan, who can perform major tailoring operations, but they argue that such a man should not be deprived of the minimum wage of $40.00 merely because he happens to be at work upon a less important operation. They point out that such men are perfectly willing to be placed upon the important operations whenever the firm desires to so place them and further that the firm has placed them upon their present operations, not because the men are unable to perform the major operations, but solely for the reason that the firm finds it necessary or advantageous at the present time to assign them to certain less important operations. In this connection it is pertinent to refer to a letter which was sent to the members of the National Federation of Clothing Manufacturers by its local Administrative Committee under date of November 21, 1919. This letter reads as follows:

"In connection with the general wage advance which is to be made on December 1st, some misunderstanding has arisen as to the interpretation of the term "General Tailors". You will remember that the minimum wage rate was fixed for these general tailors at $40. As you understand, this increase to $40 for general tailors was intended to correct an injustice which it was agreed was being done to certain expert tailors who, AT THE REQUEST OF THE MANUFACTURERS, WERE DOING JOBS THAT DID NOT GIVE THEM AN
December 11, 1926

To: ERA C. BEACH, Jr.

From: ALBERT W. DOBSON

Subject: Report of the Committee on the Committee on the

I am writing to inform you of the current status of the Committee on the Question and to provide you with an update on the progress we have made so far.

Attached to this letter is a copy of the meeting minutes from our last session. I have also included a summary of the key points discussed during the meeting, which I相信 will be useful for your reference.

I would like to take this opportunity to express my gratitude for your continued support and encouragement. Your guidance has been invaluable to the Committee, and I am confident that we are making significant progress in our efforts.

Please let me know if you have any questions or concerns regarding the Committee's work. I am available to discuss these matters at your convenience.

Sincerely,

ALBERT W. DOBSON
OPPORTUNITY TO EXERCISE THEIR FULL SKILL BUT WHO, FOR THE EXPEDIENCIES OF MANUFACTURE, WERE DELEGATED TO SOME JOBS ON WHICH THE EMPLOYERS WERE TO USE THEM, EITHER TEMPORARILY OR PERMANENTLY; THEREFORE, THE ADMINISTRATIVE COMMITTEE CONSIDERS IT FAIR TO MAKE THE FOLLOWING DEFINITION:

"General tailors who may be entitled to increase are defined as those who are qualified to work as experts on all major tailoring operations, but not necessarily all such men who are now engaged on or who may be employed for any single specific operation."

This definition has been sent to the other markets in the National Federation of Clothing Manufacturers.

The workers are perfectly willing to accept that part of the above definition which requires "general tailors" to be qualified to work as experts on all major tailoring operations, but they insist that it would not be just to deny the minimum wage to those tailors, who (in the words of the above letter) "at the request of the manufacturers, were doing jobs that did not give them an opportunity to exercise their full skill but who, for the expediencies of manufacture, were delegated to some jobs on which the employers were to use them, either temporarily or permanently."

I feel that this position of the workers is just. The all-round, expert tailor who can perform any of the tailoring operations to which he may be assigned is perhaps the most skilled worker in the trade. Herefore, these men, the real tailors, have not received either the recognition or the compensation to which their ability and skill entitiled them. This ability and skill were acquired through many years of experience and tedious application, the training of the eye and the hand, the deft use of the needle and the cultivation of neatness and precision. These men are indispensable to the manufacture of good clothing but their number has greatly diminished with the introduction of machinery of every description. The real all-round tailors, the real artisans of the trade, are gradually, but steadily,
disappearing, and it is these men whom the workers, in urging their arguments upon the question now under discussion, are seeking to protect. But I believe that a proper wage to such tailors as I have described is also beneficial to the industry, because there can be no doubt that failure to adequately compensate their skill and ability will soon result in the disappearance from the trade of these men.

Without prolonging this opinion, I shall state my conclusions as follows:—

1. The term "general tailors", as used in the agreement referred to, shall include all those first-class, all-round tailors who are able and willing to perform such tailoring operations, whether major or minor, to which they may be assigned in the discretion of the manufacturer.

2. If the firm questions the right of any tailor to be classified as a "general tailor" under the above definition, the firm shall have the right to require the tailor in question to submit to a test in order to determine his qualifications as set forth in said definition.

3. If it be found that a worker has been improperly classified as a "general tailor" because of his inability to perform any tailoring operation to which he may be assigned, then he shall lose said classification and shall thereafter be entitled to receive his former wage and only such additional increase as he would have received if he had not been classified as a "general tailor."

Jacob M. Moses.

Chairman.
December 15, 1919.

Henry Sonneborn & Company, Inc.

Decision on Felling.

For many weeks the felling hands have been greatly dissatisfied with the piece rate for felling. Several weeks ago they insisted upon the discharge of the two foreladies who supervise their work because of the low standard of quality upon which the foreladies insist. The felling hands claim that they are unable to earn a living wage at their present piece rate because the firm insists upon such a high standard of quality that they are only able to fell eight or nine coats a day. They even show that their earnings last year, when the piece rate was considerably less were greater than at present, because of the greater time and skill required in producing the quality now insisted upon by the firm and this they claim to be true even after adding the wage increase agreed upon for this market effective December 1st. A committee of two representing the firm and a similar committee representing the felling hands was appointed to make an investigation in shops making a grade of clothing in the same general class with that of this firm. A number of coats both plain and quarter lined were obtained from those shops and a comparison of both quantity and quality was made. It plainly appeared that the felling in this establishment is superior in quality to any which the committee produced at the final hearing of this matter and the representatives of the firm freely admitted that the felling in this house is at least 10% better in quality than that in the other houses in this market, to which our attention has been called. In one of the other houses, where the felling rates next in quality to that in this house, the price paid for the plain coat including all the various items of felling which are done here and allowing 10% additional for quality is $2.30 while the price in this house for the same coat is $2.91, a difference of 60¢. The difference between the piece rate for felling quarter lined coats here and in the establishment referred to is about seven cents, while the time here is admitted to be superior in quality. Taking the various models and comparing them with the establishment referred to, it will be seen that the average difference in the piece rates here and there is about five cents; that is, the rates in the other establishment average about five cents higher than here for the same general character of work. The firm cannot insist upon first class quality without paying as much for such work as is paid in other establishments, because the workers will undoubtedly seek work where they can receive the greatest compensation for same. Good quality and continuity of production depend upon adequate wage scales and it is to the advantage of the manufacturer as well as to the worker that the compensation should be adequate and just. I have therefore decided to grant an increase of five cents for felling each coat, taking the various models as they come, and the felling hands shall not have the right to accept certain models and refuse to fall others, because one model may be more difficult than another. This decision shall be retroactive for a period of two weeks.

It must be understood that this decision shall not be regarded as a precedent by the workers for making applications for general increases throughout the establishment, in view of the recent agreement between the manufacturers and the union for a general increase in this market in which it was provided that there should be no further general increases before May 1920.

(Signed) Jacob M. Heas.

Chairman.
December 22, 1919.

HENRY SONDHEIM & COMPANY, INC.

TRADE BOARD MEETING.

This meeting is held at the request of the firm for the purpose of securing a decision with regard to a question of the felling hands, who have refused to be removed from their present location on the sixth floor to new quarters which have been provided for them on the third floor of this building. I was informed of the purpose of the meeting and was greatly surprised that it should be necessary to hold a special Trade Board meeting for the purpose of again repeating a decision upon a question which has so long been settled both here and elsewhere. We have time and again decided that the firm has the right to move a worker or group of workers from one part of the building to another part of the building. It has been settled beyond question that workers may be moved from the main building to the new building. I cannot understand, therefore, why the felling hands at this time raise the question that the firm has no right to move them to the third floor where adequate and comfortable quarters have been provided and where there can be no possible objection to the physical conditions and surroundings of the place where the workers are to be employed.

In deciding that the firm has the right to move the felling hands to the third floor, as requested, it is needless for me to again state the reasons which have on previous occasions been gone into very fully. When questions of this kind have arisen, but I desire to take advantage of this occasion to make a brief statement with regard to certain general conditions in this house. We have been working under a collective bargaining agreement for four years and have established machinery for the adjustment of all differences which have arisen during that period. We have endeavored to establish peace and order in this industry, and while much remains to be done, we have at least made a beginning. During the period of negotiations various changes have taken place in the clothing industry in the United States. The National Federation of Clothing Manufacturers has been organized to deal upon a national scale with the Amalgamated Clothing Workers of America for the purpose of establishing an industrial government with all necessary organization of administrative, judicial and legislative functions to stabilize wages, hours, standards of efficiency and all conditions of employment. In the effort to establish proper industrial relations between labor and management, the clothing manufacturers and the Amalgamated Clothing Workers have taken a more advanced position than that which has been taken in any other industry in this country. As a result of the better understanding which has been established between the workers and the employers a better spirit of cooperation has prevailed and the workers have secured better working conditions, higher wages and the forty-four hour working week. As a result of the recent negotiations between the manufacturers in this market and the union officials, a substantial increase in wages was granted to the workers from December 1st with the understanding that there should be no further general increases until May 1st, 1920. The workers in the clothing industry in this market as well as in the other markets of the country are now among the best paid workers in any industry, considering the amount of skill required of them and the conditions under which they work. It seems to me that the time has come to emphasize the need for greater production, and a more cordial spirit of cooperation upon the part of the workers and less interference by them in purely administrative and managerial matters for which the firm is solely responsible. The time of keen and relentless competition has arrived and the struggle is for the survival of the fittest. The ability of this house to successfully meet competition will depend not alone upon the quality but also upon the cost of its product. There has been a gratifying improvement in the quality of our garments but production has not yet reached the goal of our desires. We are living in an abnormal and extremely uncertain period and while wages are high at present and there is little unemployment in the industry, yet no man can foreclose when an unfavorable change will take place. We may not run into hard times soon but we are bound to have a period of depression sooner or later and when that time arrives the fittest will survive and the weak will go under. This is the time when we
should begin to put our house in order, to lay the foundations firm and
deep and erect thereon a structure, solid, sound and strong which will be
able to weather the storm of adverse conditions from without. I am sound-
ing this note of warning now because I can sense the danger which we will
encounter unless we bear in mind some of the things I have said. As Chair-
man of this Trade Board I feel a deep sense of responsibility for the suc-
cess of this industry, by which of course I mean the organization of the
workers as well as that of the firm. The interests of the workers and the
firm are reciprocal and inter-dependent. One group cannot prosper without
the other and neither can afford to gain an advantage at the expense of the
other. There must be prosperity for both or failure for both. Shall we fail
or shall we succeed? I think the answer to this question is now largely
in the hands of the workers. They have secured the forty-four hour week, a
living wage and good working conditions. In return they must give adequate
production. If they will do this, the future of this industry is assured and
with it, steady employment and a degree of prosperity for the workers with-
cut parallel in the history of this establishment. I cannot believe that the
workers will fail in this if they but realize the great opportunity of the
present and the fearful uncertainty of the future, and it is for the purpose
of bringing home to them this realization that I feel constrained to make
this statement.

Signed Jacob H. Moses.

Chairman.