

employer." Now we must admit that this is often a real condition in modern industry. The worker carrying round with him a strong feeling of resentment and not knowing what to do about it or being denied any opportunity of making an adjustment of his grievance, will subconsciously, if not consciously, slow down on the job or fail to do his best work.

What can be done to remedy these conditions? What is being done and what are we trying to do to correct these evils which lead both to actual waste of material and also to waste of manpower and loss of profits?

It must be stated that, on the whole, management is improving. In our industry at least we can report a real improvement in the methods of plant operation and in the relations between employers and employes in a number of cases. We find, where the workers are well organized and well disciplined, that the employer realizes he must improve his manner of running his business if he wishes to make more money and compete more successfully because he cannot hope to get anywhere by cutting wages. Where the employer is in a position to cut wages, more or less at will, there the tendency will always exist to follow the line of least resistance and substitute pay cuts for better management. Many fail to realize that this policy is simply a sort of industrial suicide. In too many cases we have found, the employers will put off the installation of all efficiency schemes until they are presented with an organized group of workers who simply refuse to tolerate a condition which prevents them from giving the best service to the industry.

Management will become more efficient, we feel, when labor is militant, educated, progressive and when it shows a willingness to co-operate with management in operating labor saving devices. In our industry we feel that the willingness of our organization to try out new devices and methods at all times has, in the long run, added to our earning power and has probably done even more to add to the employers' earning power.

As competition in our industry becomes keener, waste elimination will become a more serious question with the employer. The tendency to reduce waste in material by a more scientific system of purchasing the raw material and to discard the stupid system of saving pennies and wasting

pounds is becoming more marked each month and will, in time, help to make our industry much less wasteful and more prosperous.

As regards the fixer problems, much trouble is caused, even in some shops where the union has an excellent understanding with the owners of the concern, by the know-it-all attitude of the foremen fixers. The difficulty of the average worker in finding his balance when given a position of authority is a serious one and a big stumbling block in the path of all industrial progress. The fixer in our shops only too often will put a machine out of commission by his refusal to admit that he cannot adjust the imperfection in the mechanism or by his refusal to consult with the man working on the machine before attempting to locate the trouble. The knitter works on one machine continually as a rule. A man working on a particular machine will generally have a clear idea of the mechanical cause of the trouble he is having even if he is unable to remedy it himself. The fixer is too apt to ignore the knitter in cases of this kind and much loss takes place as a consequence.

This is a minor problem in industry perhaps but it is a typical one and should be followed up by students of industrial efficiency. How are we to make foremen and petty bosses assume a more rational attitude towards the men under them? I feel that the employers must be educated to see the danger in this condition and to remedy it as far as possible by their own attitude towards the workers and the problems of the mill. Too often the foreman is the football between the boss and the man and cannot do much better than he does. Certainly, however, the employers could save a vast amount of lost time in their shops if they would seek to hire fixers primarily for their mechanical ability and not merely because of their willingness to nag the men. And it is up to the employer, and to management generally, to invest in the proper education for their mechanical supervisors so that each mill has the necessary expert assistance always at hand to obviate the troublesome and difficult delays caused by needle smashes and spoliation of fine machinery. The employer who can be made to see the problem in this light will find the kind of men who will be real fixers.

That efficiency and waste elimination really pay in our industry has been proven to the satisfaction

of many. Concerns such as the Phoenix of Milwaukee and the Gotham, Lehigh and William Brown companies of Philadelphia, which are among those which made the highest profits on their investments last year, are firms which cooperate with the union and which often pay above the union scale of wages in their different plants.

In the unfair shops in our industry, where we have long hours and low wages—twelve a day in some cases—the labor costs per stocking have been proven to be no less, and are often more, than in the concerns working the standard forty-eight hour week and paying top prices to the employes. The open shops in a great many cases simply cannot establish a reputation for their goods on the market and in only a very few cases can they turn out the higher priced articles: Waste runs to extravagant lengths in some of the southern shops where a surprising percentage of the work made is not up to the standard.

The union has amply demonstrated that in our industry the average volume of production per machine over a period of time can be brought to its highest level with the forty-eight hour week. The worker can work at top speed with few mistakes for just so many hours a day. If he works longer than that waste and low production set in. Therefore, we believe we have brought about through our union a great piece of waste elimination in the sense that we have cut out many thousands of hours of needless human effort per year in our mills. Surely in a real sense this is a saving of much that is of great value to society. What does it profit society as a whole if we merely bring about the reduction of the wastage of inert material and an increase of profits for the employer without at the same time doing something to improve social conditions through making the lives of the men and women engaged in industry better and happier? If a man or woman has more time to devote to his or her home and to self-improvement we do actually reduce social waste in the great majority of cases. And that is the kind of waste I am mostly concerned about. I want to see the employers make profits so that our industry can thrive. But I won't do a thing to help any industry if that industry cannot at the same time gradually improve the conditions of the people working in it.

Philadelphia manufacturers have won a reputation throughout the industry of producing the finest

fabric in full fashioned knit goods of any market in the country. This is due, I am convinced, very largely to the high percentage of skilled mechanical ability employed in the shops in this city and is also due in very great measure to the improved morale of the large majority of workers throughout the union-controlled shops in this town. Through the establishment of fair working conditions here the majority of employers have won the confidence and interest of their employes. In most cases the workers are interested in their work, make fewer mistakes due to inattention or carelessness and when good work is appreciated by the employer take pride in doing their best. This all tends to insure to the employer a fine quality of goods and a minimum of shop trouble. Our organization protects men and women against injustice and unequal treatment but it does not oppress the employers by trying to protect the individual against the consequences of his own inability or improper conduct. No more glaring example of waste could be cited than that of keeping incompetents at jobs they are not fitted for.

I have already referred briefly to the fact that in our industry quality production almost invariably means quantity production. This is another factor in waste elimination. Overhead costs, which are figured in most mills at about one dollar per dozen on stockings which are sold by the manufacturer at about twelve dollars per dozen, are automatically lessened as the average output per machine increases over a period of time. When the knitter is turning out good work his machine is operating perfectly and his total output increases due to the fact that he has to make few stoppages for corrections on his machine.

The official policy of our organization is to encourage capacity production, although of course we stress the fact that the worker must not speed up to the point where he produces a contrary reaction on his health or makes the pace too swift for the man who is not a race horse. Naturally we limit hours and overtime.

We are not blind to the dangers of over production. We are well aware of the fact that over production brings in its train a greater social wastage perhaps than under production and at the same time brings tragic consequences for our workers. What we have done among other things in regard to this matter is to make a study of the