

St. Louis, Mo., 5/27/19.

Mr. Oscar Elsas,  
c/o Atlanta.

Dear Mr. Elsas:--

I have your letters of the 21st, 22nd, and 23d, and will try to answer each matter separately in order.

We feel that #316 has gotten about all the information for us that he can get, and that he is troubled to find things to put in his report to such an extent that he is simply repeating things that he has already reported, or enlarging on matters that he does see.

As written you previously, we have had a heart to heart talk with Mr. Fisher, and he has shown considerable improvement, and we believe that he sees that he has not been able to handle the room in the way we want it handled, and has turned over a new leaf. Notwithstanding that #316 reports time being killed there by girls and pressmen, we feel that our report of last week, which we trust Mr. Neely will show you, is the strongest argument that we can make that there is very little, if any, time being killed in that department. Last week we printed more bags than we ever turned out in this plant before, which could not have been accomplished if time had been wasted as mentioned by #316.

Regarding giving #316 proper help, will say that the trouble is he expects someone to stop work they are doing at any time and help him, which sometimes is not possible, and I do not believe that there is any work that really requires his help, that if he asks Mr. Cook for such help but what he gets it, and #316 is not so badly over-worked as he tries to make out. We have but very few spare people, and it is not always possible for us to take a man away from his regular work in order to let him help #316.

He reports a good deal about the young man who is helper in the sewing-machine room, but we do not agree with reports that he makes about this young fellow, and wish to say that two or three times last week the forelady of her own accord told us that she did not know what she would have done without this young man, and that if it had not been for him, the girls would not have made their bonus. This young man not only helps on the top floor, but also goes down in the burlap room, and #316 takes it for granted that if he is out of the fourth floor that he is somewhere where he has no business to be.

Regarding the drip pan for ink fountain, will say that we have some drip pans on press #14 that came on the press, and this is the only burlap press that has these pans on it, and #316 made a galvanized iron pan to put on #15 to take the place of those on #14, but so far this pan has not been put on.

We note that you do not wish to change the way of making belts endless, and we will follow out your instructions.

Regarding Cook not paying any attention to suggestions, will say that we traced this matter up, and find that there is very little, if any, truth in it. For example, #316 reports about some repairs for lathe which he asked Mr. Cook for. I followed up this matter, and found that he had never said a thing to Mr. Cook about it, and as soon as Mr. Cook found out that these parts were needed, he immediately ordered same.

Mr. O. E. Page 2.

If Allen has done any work in the shop to be taken home, we are not aware of it, but we have arranged things now so that we do not believe he can do it without our knowledge.

The machine for hand-tapping is a suggestion made by Mr. Neely for tapping out the slides that go in our shells. We sent you a drawing showing one that #316 suggested making, and you wrote us that you would get up something there.

The matter of buying supplies we have taken up, in fact, we have taken up everything that has been suggested by #316.

Regarding typewritten instructions for the care and repair of our motors, and care of our heating boiler, etc., we suggest that since you have had more experience with these things than we have, that you get up some rules in proper shape and mail them to us, and we will be very glad to adopt them here, and see that they are properly posted in our plant.

Regarding machine shop being equipped with locks- will say that at one time we locked the gates to this machine shop, but we found that it was necessary for our girls to go through these gates and through the shop carrying bags to be folded, otherwise, they would have to go clear to the middle of our building to go through an aisle, and we believe it is best to leave these doors unlocked, and believe that we can correct the trouble we have had about tools without locking these gates.

Our mechanics have always attempted to lay out work for the day, and they try to carry out this work, but we find it impossible, because something comes up most any time that takes them away from the work they have begun that has to be done in order to keep our plant going, and there may be two or three jobs to be looked after before they can get back to the work they had planned to do early in the day.

We do not have any people here who are intoxicated, and we do not believe the remarks #316 has made in reference to our elevator man are true. None of us have been able to smell any liquor on this man's breath, nor has he shown the appearance to us of being intoxicated.. Some of our men go out at noon and get a beer lunch and drink a glass of beer with their lunch, which we do not object to, and we would under no circumstances put up with a drunken man in our factory.

The writer has been going up into the factory almost daily before quitting time, watching the help to see whether they quit before time, and has kept out of the way, so that they could not see me, and I have been able to catch but one man who washed up before quitting time, and while we know there is some little time lost, and always will be, we are trying to break it up, and we believe that we are going to be successful.

Joe Grummels is on a guaranteed weekly basis when he works. Of course, if he loses time of his own accord, he is charged up for the lost time.

We have discussed the 48-hour instead of a 50-hour plan, that is, Mr. Cronheim and I have discussed it, and we agree with Mr. Neely that we would be in favor of putting it in practice here before we are compelled to do so, provided we can so arrange the number of hours of doing the work five days a week, so that our help can get off Saturday afternoon. We do

Mr. O. E. Page 3.

not agree with you, however, that we are not now getting more than 48 hours work out of our help. We believe that our weekly reports will show our statement to be true.

Mr. Cook does not stay in our office for half an hour in the morning, but does go through the plant, but, of course, he cannot see every department of it at the same time, and there can be some time killed in one department while he is in another.

Grummels does not interfere with the sewing machine fixer, but rather is a help to him. This report was made when we had a man who has now left us, and possibly he wanted some excuse for not doing the work properly, but never complained to anyone that I know of that he was being held back by Mr. Grummels, or by anyone else.

Regarding the difficulty between the forelady and one of the folders, will say that this did not amount to anything. The folder did not want to do what the forelady wanted her to, and the folder slapped the forelady, and we immediately discharged her.

The matter of lost time on account of pay roll has been very much exaggerated by #316, but we are improving this system somewhat and are seeing to it that the money does not go up until just at quitting time, and we will try not to lose any time on account of paying off.

Carl Allen has had his car down here twice, but if he has done any work on it, we did not know it, but as previously stated, we have this matter so arranged that we do not believe he can do any work again without our knowledge.

The report about Fisher destroying misprints we have been unable to prove, and we do not believe that this statement is correct. We check our misprints every day that the pressmen report, and while we know that there is a possibility that sometimes all of these misprints are not reported, we believe they are generally reported correctly. The reports at this time do not show that they had been tampered with, and we do not believe that it was done. However, we are watching this matter more closely and will try to catch any irregularities of this kind.

Regarding the folder for the presses, will say that we have not yet gotten this device made.

Mr. Cook made a mistake in the first place in going to Mr. Grummels instead of #316, and we called his attention to this fact, and Mr. Cook evidently saw where he made a mistake. We then all got together and talked the matter over and made everything satisfactory. The trouble was that #316 had ideas different from Mr. Neely had given us, and wanted to make this attachment his way, while Mr. Grummels wanted to carry out Mr. Neely's ideas. We are working on this, and will have it running just as soon as possible.

The oiling of machinery is being attended to, and we have every reason to believe that this young man is going to make us a valuable man.

We are taking every precaution to prevent uncovering #316, and we do not believe that anyone in our plant has any suspicion in regard to him. #316 told me one day that there was some talk of having him sent

Mr. O. E. Page 4.

to our New York house, and it occurred to me that when we come to let him go, that it might be well to let our help believe that he is going to New York as a machinist, and then there would not be suspicion when he left.

*but* Joe Grummels is not making any repairs to amount to anything, but if he can ~~suggest~~ <sup>find</sup> some thing when he is going through the plant and our mechanic is busy, we do not see why there should be any objection.

We feel that #316 has done us a good deal of good and has been the best man that we have had, but as before written, we feel that he has accomplished about all that he can accomplish for us, and believe that you can take what reports we are now getting from him with a good deal of allowance, because he is having difficulty in finding anything out of the way to report, and we want to assure you that all the things he has reported have been looked after just as carefully as we know how, and we believe that our plant is in the best condition, as far as our help is concerned, and we are going to do everything we can to keep it that way.

Yours truly,

*White*