

EMPLOYMENT OF WOMEN

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Employment of Women.
with exhibits

already in book

1918

EMPLOYMENT OF WOMEN

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In order that their services may be fully utilized and their working power conserved, a clearly defined policy is needed which shall determine what kinds of work women should perform, how they should best be introduced, under what conditions they should be employed, and what work should be prohibited.

Standards as to hours, nightwork, wages and conditions of labor have already been provided by the Government in orders issued by the Chief of Ordnance and the Quartermaster-General, and in the recommendations made by the War Labor Board, which should be observed by all employers. (See Exhibit A)

First. The shortage of labor in essential war industries should be met in part by further introducing women into occupations easily filled by them such as clerical and cashier service and accounting in manufacturing, mercantile and financial establishments and in the offices of transportation companies and other public utilities; as sales clerks and floor walkers in mercantile establishments, including among others department stores, specialty stores, shoe stores, men's furnishing stores, florists' shops, jewelry stores, drug stores, soda water fountains, etc.

Second. Women should not be employed to replace men in occupations or places of employment clearly unfit for women owing to physical or moral conditions, as for instance in bar rooms and saloons, in pool rooms, in

or about mines, smelters and quarries, on furnace work in glass works, etc. (For legislation, see Exhibit B) In addition, girls under 21 years of age should not be employed in occupations or places of employment clearly unfit for them owing to their youth, as for instance in the public messenger service, in street car, elevated and subway transportation service as elevator operators, as bellboys in hotels and clubs, etc. (For legislation, see Exhibit B)

Third.

1. The introduction of women into war industries or into employments involving special hazards such as the use of industrial poisons should be guided by the standards as to health, comfort and safety set up from time to time by the War Labor Policies Board through the Division of Women in Industry in addition to the standards already defined by the Federal Government and by state labor departments.

2. The introduction of women into new occupations such as street railway service, public messenger service etc. should be guided by regulations concerning hours of labor, night work, etc. Such, for instance, as these adopted by the Industrial Commission of Wisconsin for street railway service and by the legislature of New York State for messenger service.

3. The recruiting of mothers of young children for war industries should be discouraged.

4. The introduction of women into positions hitherto filled by men should not be made a pretext for unnecessarily displacing men.

Services of the Division of Women in Industry should be sought by employers to advise on best methods of introducing women, and the working conditions which should be established.

Fourth. Older men should be more generally employed. They constitute a largely unused labor reserve. In the past they have been consid-

ered superannuated at early ages. It is estimated that since the war began, the maximum age of engaging men has advanced ten to twelve years, that is from about thirty-eight to fifty. It has been found that tasks can be graded for these workers according to their strength, and that work unsuitable for women, especially at night, can be performed by them. In many trades their experience is an asset which offsets less physical strength. Thus the productive power of this large class now wasted, can be utilized. (For current examples, see Exhibit D)

The needs of the country require the united efforts of all classes of workers, in accordance with their capacities; and to maintain the standards and conditions of labor set up by the Government is in the words of President Wilson "indispensable to the nation's full productive efficiency".

Exhibit A: Government Standards.

The Official Bulletin - Wednesday, Nov. 21, 1918

The following is a summary of General Orders, No. 13, issued by the Chief of Ordnance November 15, 1917. A similar order has been issued by the Quartermaster General.

While circumstances are not such as to render appropriate the issuance of definite orders upon this subject at the present time, the following suggestions are commended to the careful consideration of arsenal commanders and manufacturers executing orders for this department:

In view of the urgent necessity for a prompt increase in the volume of production of practically every article required for the conduct of the war, vigilance is demanded of all those in any way associated with industry, lest the safeguards with which the people of this country have sought to protect labor should be unwisely and unnecessarily broken down.

Safeguards of Efficiency.

It is a fair assumption that for the most part these safeguards are the mechanisms of efficiency. Industrial history proves that reasonable hours, fair working conditions, and a proper wage scale are essential to high production. During the war every attempt should be made to conserve in every possible way all of our achievements in the way of social betterment.

In the preparation of the following memorandum no effort has been made to establish, or even to suggest, definite rules of conduct. The memorandum presents what may be considered a fair, if tentative,

basis of action.

The department wishes to be assured that schedules of hours obviously excessive or wage scales distinctly unfair or working conditions such as should not be tolerated will certainly be brought to its attention.

V. STANDARDS FOR EMPLOYMENT OF WOMEN .

1. Hours of labor. Existing legal standards should be rigidly maintained, and even where the law permits a 9 or 10 hour day, effort should be made to restrict the work of women to 8 hours.
2. Prohibition of night work. The employment of women on night shifts should be prevented as a necessary protection, morally and physically.
3. Rest periods. No women should be employed for a longer period than 4-1/2 hours without a break for a meal, and a recess of 10 minutes should be allowed in the middle of each working period.
4. Time for meals. At least 30 minutes should be allowed for a meal, and this time should be lengthened to 45 minutes or an hour if the working day exceeds 8 hours.
5. Place for meals. Meals should not be eaten in the workroom.
6. Saturday half holiday. The Saturday half holiday should be considered an absolute essential for women under all conditions.
7. Seats. For women who sit at their work, seats with backs should be provided, unless the occupation renders this impossible. For women who stand at work, seats should be available and their use permitted at regular intervals.
8. Lifting weights. No woman should be required to lift repeatedly more than 25 pounds in any single load.
9. Replacement of men by women. When it is necessary to employ women in work hitherto done by men, care should be taken to make sure that the task is adapted to the strength of women. The standards of wages hitherto prevailing for men in the process should not be lowered where women render equivalent service. The hours for women engaged in such processes, of course, should not be longer than those formerly worked by men.
10. Tenement house work. No work shall be given out to be done in rooms used for living purposes or in rooms directly connected with living rooms in any dwelling or tenement.

I. HOURS OF LABOR

2. Overtime. The theory under which we pay "time and a half" for overtime is a tacit recognition that it is usually unnecessary and always undesirable to have overtime. The excess payment is a penalty and intended to act as a deterrent. There is no industrial abuse which needs closer watching in time of war.
6. Holidays. The observance of national and local holidays will give opportunity for rest and relaxation which tend to make production more satisfactory.
7. One day of rest in seven. One day of rest in seven should be a universal and invariable rule.

II. STANDARDS IN WORKROOMS.

1. Protection against hazards and provisions for comfort and sanitation. Existing legal standards to prevent danger from fire, accident, occupational diseases, or other hazards, and to provide good light, adequate ventilation, sufficient heat, and proper sanitation should be observed as minimum requirements.
2. Location of toilets. All toilets should be sanitary and readily accessible.
3. Extreme temperatures. Those processes in which workers are exposed to excessive heat, that is, over 80 degrees; or excessive cold, that is under 50 degrees - should be carefully supervised so as to render the temperature conditions as nearly normal as possible. When extreme temperatures are essential workers should not only be properly clothed but avoid sudden changes.
4. Lights. If any light is at the level of the worker's eyes it should be so shaded that its rays will not directly strike the eyes.

III. WAGES

1. Wage standards. Standards already established in the industry and in the locality should not be lowered. The minimum wage rates should be made in proper relation to the cost of living, and in fixing them it should be taken into consideration that the prices of necessities of life have shown great increases.

EXHIBITS.

Exhibit A. Government Standards.

Order No. 13 of the Chief of Ordnance and the
Quartermaster General
Standards of the War Labor Board.

Exhibit B. Legislation.

Employment of women of all ages prohibited.
Employment of girls under 21 years prohibited.

Exhibit C. Messenger and street car service.

New York Messenger Law.

Rulings of Industrial Commission of Wisconsin
on employment of women by street car companies.

Presentment of Kings County Grand Jury,
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Report of U. S. Bureau of Labor Statistics
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Exhibit D. Employment of older men. Some recent examples.

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In order that their services may be fully utilized and their working power conserved, a clearly defined policy is needed which shall determine what kinds of work women should perform, how they should best be introduced, under what conditions they should be employed, and what work should be prohibited.

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Second. Women should not be employed to replace men in occupations or places of employment clearly unfit for women owing to physical or moral conditions, as for instance in bar rooms and saloons, in pool rooms, in or about mines, smelters and quarries, on furnace work in glass works, etc. (For legislation, see Exhibit B) In addition, girls under 21 years of age

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Third. The introduction of women into war industries or into employments involving special hazards such as the use of industrial poisons should be guided by the standards as to health, comfort and safety set up from time to time by the War Labor Policies Board, in addition to the standards already defined by the Federal Government and by state labor departments.

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Services of the War Labor Policies Board should be sought by employers to advise on best methods of introducing women, and the working conditions which should be established.

Fourth. Older men should be more generally employed. They constitute a largely unused labor reserve. In the past they have been considered superannuated at early ages. It is estimated that since the war began, the maximum age of engaging men has advanced ten to twelve years,

that is from about thirty-eight to fifty. It has been found that tasks can be graded for these workers according to their strength, and that work unsuitable for women, especially at night, can be performed by them. In many trades their experience is an asset which offsets less physical strength. Thus the productive power of this large class now wasted, can be utilized. (For current examples, see Exhibit D)

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~~Bulletin of the U.S. Bureau of Labor Sta'~~
Volume V - December, 1917 - P. 51.

THE OFFICIAL BULLETIN - MONDAY, APRIL 1, 1918.

The following report and recommendations are presented by the War Labor Conference Board, representing employers and employees, in accordance with the suggestion of Secretary of Labor William B. Wilson, to aid in the formation of a national, labor program for the period of the war:

PRINCIPIES TO BE OBSERVED.

There should be no strikes or lockouts during the war.

Right to Organize.

1. The right of workers to organize in trade-unions and to bargain collectively through chosen representatives is recognized and affirmed. This right shall not be denied, abridged, or interfered with by the employers in any manner whatsoever.

2. The right of employers to organize in associations of groups and to bargain collectively through chosen representatives is recognized and affirmed. This right shall not be denied, abridged, or interfered with by the workers in any manner whatsoever.

3. Employers should not discharge workers for membership in trade-unions, nor for legitimate trade-union activities.

4. The workers, in the exercise of their right to organize, shall not use coercive measures of any kind to induce employers to bargain or deal therewith.

Existing Conditions.

1. In establishments where the union shop exists the same shall continue and the union standards as to wages, hours of labor, and other conditions of employment shall be maintained.

2. In establishments where union and non-union men and women now

work together, and the employer meets only with employees or representatives engaged in said establishments, the continuance of such condition shall not be deemed a grievance. This declaration, however, is not intended in any manner to deny the right or discourage the practice of the formation of labor unions, or the joining of the same by the workers in said establishments, as guaranteed in the last paragraph, nor to prevent the War Labor Board from urging, or any umpire from granting, under the machinery herein provided, improvement of their situation in the matter of wages, hours of labor, or other conditions, as shall be found desirable from time to time.

3. Established safeguards and regulations for the protection of the health and safety of workers shall not be relaxed.

Women in Industry.

If it shall become necessary to employ women on work ordinarily performed by men, they must be allowed equal pay for equal work and must not be allotted tasks disproportionate to their strength.

Hours of Labor.

The basic eight-hour day is recognized as applying in all cases in which existing law requires it. In all other cases the question of hours of labor shall be settled with due regard to governmental necessities and the welfare, health and proper comfort of the workers.

Maximum Production.

The maximum production of all war industries should be maintained, and methods of work and operation on the part of employers or workers which operate to delay or limit production, or which have a tendency to artificially increase the cost thereof,

should be discouraged.

The Living Wage.

1. The right of all workers, including common laborers, to a living wage is hereby declared.

2. In fixing wages, minimum rates of pay shall be established which will insure the subsistence of the worker and his family in health and reasonable comfort.

Checked, all but 1918 legislation

Exhibit B. Legislation.

Employment of women of all ages prohibited:

In the sale of liquor in 22 states.

In mines in 17 states.

In quarries in 4 states.

In smelters in 1 state.

In making cores in foundries in same room with oven in 1 state.

Employment of girls under 21 prohibited:

In the public messenger service in 4 states. #

In all employments requiring constant standing in 4 states.

In breweries in 4 states.

See New York Messenger Law, Exhibit C.

Exhibit C: Public Messenger Street Car Service.

Nicoll Messenger Girl Law.

Signed May 2, 1918 by the Governor.

AN ACT.

To amend the labor law, in relation to employment of women as messengers and the hours of labor in such occupation.

Section 161 - c.

Employment in telegraph or messenger company service.

In cities of the first or second class no male under the age of twenty-one shall be employed or permitted to work as a messenger for a telegraph or messenger company in the distribution, transmission or delivery of goods or messages before five o'clock in the morning or after ten o'clock in the evening of any day. No female under the age of twenty-one years shall be employed or permitted to work at any time in the occupation specified in this subdivision. No woman over twenty-one years of age shall be employed or permitted to work as a messenger for a telegraph or messenger company in the distribution, transmission or delivery of goods or messages more than six days or fifty-four hours in any one week, or before seven o'clock in the morning or after ten o'clock in the evening of any day. The provisions of subdivision four of section one hundred and sixty-one of this chapter, in relation to the time allowed for meals and of section one hundred and sixty-one-a of this chapter, in relation to the posting of a notice as to the number of hours employed, and sections one hundred and sixty-eight-c and one hundred and sixty-eight-e of such chapter, in relation to washing facilities and water closets respectively, shall be deemed also to apply to the employment specified in this section.

Section 2. This act shall take effect immediately.

June 18, 1918.

TO THE COUNTY COURT OF KINGS COUNTY:

Numerous complaints made by citizens of the community with respect to the conditions surrounding the employment of women on the street surface and subway lines of the borough made an investigation necessary by the grand jury. During the investigation, District Attorney Lewis has examined a large number of witnesses, including many employees and some of the officials of the railroad. The evidence reveals the existence of conditions showing a lack of care and attention on the part of the officials of the Brooklyn Rapid Transit Company and its subsidiary companies in the employment of women. These conditions have justly given rise to complaints.

It was shown that the companies have employed as conductors and guards girls, in some instances, between the ages of fourteen and seventeen years. Some of those employed were shown to be drug addicts; some prostitutes; and others of doubtful character. It has been shown in many instances that women employees have been permitted or required to work more than ten hours a day. Testimony has also been adduced before us showing insufficient and inadequate accommodations for women employees at the various depots and terminals. These conditions are detrimental and injurious to the community in general, and particularly as affecting many decent and self-respecting women now employed or desiring employment by the railroad companies.

It seems an inexcusable neglect on the part of the responsible railroad officials in failing to cause a careful investigation to be made of each applicant, whether male or female. Such a full and careful preliminary investigation would preclude the likelihood of employment of any person whose moral, mental or physical qualifications made him or her unfit or ill-fitted for the work.

Due regard for the health of the employees, whether men or women, requires that employees should not be worked an excessive number of hours in a given day. No violation of any existing statute has been pointed out to us, nevertheless, due regard for the health of the employee and the jeopardy which the general public assumes in riding on cars operated by employees with insufficient rest makes it necessary that no women employee be required or permitted to work more than a reasonable

number of hours during any one day, including time for meals.

It appears that the companies made no provision for proper and adequate accommodations at the depots or terminals looking toward the proper protection of the morals and health of female employees. These conditions should be remedied forthwith and the companies should be obliged to provide suitable and properly appointed accommodations, including rest-rooms. These rooms should be maintained under the supervision of a matron, especially when women are employed on the cars in the night time.

The Grand Jury recognizes the need of making available the full labor power of the country, which makes it necessary for the employment of women in every lines of industry, but, nevertheless no exigency, however great, would warrant the continuance of the conditions found. The employment of under-age girls should not be tolerated. The employment of women for unreasonable periods with the attendant danger which comes from fatigue is to be condemned. In addition, proper accommodations should be provided so that the necessary employment of women should be under such conditions as fully insure the protection of their morals and health.

Legislation should be introduced providing for the regulation of the hours of labor in railroads, more particularly as it effects women, similar to that provided for labor in factories and mercantile establishments, so as to insure the railroad employee a reasonable working day and the public the benefit of help in suitable physical condition. Labor laws are based on the need of protecting the health and morals of the workers in order to preserve national vigor and vitality. The future of the great number of decent and self-respecting women now employed on the railroads should be looked to. It is with that object in mind, and the preservation of their health, and the benefit which is to come to the people by reason of their service, that these recommendations are made. In these critical times, advantage should ^{not} be taken of labor conditions, but all employers of labor, whether individual or corporate, should be compelled, by suitable and adequate legislation, to provide for the health and morals of their workers, thereby insuring the best of service.

ORDER OF INDUSTRIAL COMMISSION OF WISCONSIN.

May 17, 1918.

IN RE:

HOURS OF LABOR OF WOMEN EMPLOYED AS CONDUCTORS, MOTORMEN AND
FLAGMEN, BY STREET CAR COMPANIES.

.....The commission, in January, 1918, began an investigation of the hours of labor of women employees on street car lines. A public hearing on this subject was held in the state capitol at Madison on January 26, 1918, notices of which hearing had been sent to all street car companies in the state and to all other persons known to be interested in this subject....

Subsequent to the hearing the commission also, through its Women's Department, made a careful investigation of the conditions surrounding the employment of women as conductors on the street car line in Kenosha.

The commission has before it a mass of testimony regarding the conditions under which women are now being employed as conductors on the street car lines at Kenosha. This appears to be the only street car company now employing women in this state; but the commission, in dealing with this matter, must consider that women are likely in the future also to be employed by other street car companies. From the testimony it appears that conditions of work in Kenosha are probably as good as a street car employment for women can be made.....

The record clearly discloses the hazards surrounding the employment of women as conductors, motormen or flagmen by street car companies. It is clear that this work required more standing than sitting. Again, the employment on moving street cars is characterized by continuous vibration and by jostling where the roadbed is uneven. Conductors on the normal run must get out on a number of occasions to flag cars over street railroad crossings. The representatives of the Wisconsin Gas & Electric Co. testified that at Kenosha the women conductors on some of the runs must get out as many as 108 times during a period of six hours of work. The getting in and out of cars during inclement weather involves and exposure to the wet and cold that cannot but be injurious. It also involves a considerable accident hazard since it is the common practice of conductors, after flagging a car across a railroad track, to board the same while in motion.

No less important is the fact that women employed as conductors, motormen or flagmen by street car companies work alone and not in company with other women. It is also of record that the sanitary arrangements in Kenosha are peculiarly awkward, - a difficulty which cannot easily be eliminated.

In these respects the employment of women as conductors, motormen or flagmen by street car companies is distinguished from the work done by women in other industries. Clearly, these are employments in which more severe restrictions may be made upon the hours of labor of women than would be justified in other industries.

Many of the hazards surrounding the employment of women as conductors, motormen or flagmen by street car companies, are increased at night. This is peculiarly true of the moral hazard, the disadvantage incident to the fact that women on street car lines must work alone. During the night hours there is greater liability of insults from offensive passengers. Similarly, the accident hazard is greatly increased during the hours of darkness. Nightwork for women under most favorable conditions is more likely to be prejudicial to life, health, safety and welfare than day work.

IT IS THEREFORE ORDERED.

Order No. 4.

In cities of the first class women may be employed as conductors, motormen or flagmen by street car lines only at day work between the hours of 8 A.M. and 5 P.M.

In all other cities and in towns and villages, women may be employed in the employments named only at day work between the hours of 5 A.M. and 5 P.M. and their hours of labor during any day must not exceed eight hours.

INDUSTRIAL COMMISSION OF WISCONSIN

BY George P. Hambrecht
Fred M. Wilcox
Thomas F. Konop

Dated at Madison, Wis., this
7th day of May, 1918.

Commissioners

United States Bureau of Labor Statistics,
Monthly Review

Volume VI - May, 1918 - Number 5.

WOMAN STREET RAILWAY EMPLOYEES.

By Benjamin M. Squires.

On February 15, 1918, the New York Railways Co. had in its employ 452 woman conductors, or approximately 30 per cent of all conductors on its surface cars and 297 woman guards, or carmen, and conductors on its subway trains. These were 5.6 and 21.7 per cent, respectively, of the total number of conductors and guards employed *Page 2*.

The hours that employees are actually engaged in operating the cars give but little notion of the suitability of the employment for women. The "within" time, or the period between the time of reporting at the barn and the time when they are released for the day gives a much better idea of the demands of the occupation upon the time of the employees. For the most part the time between "swings" or portions of the day's work is simply dead time with the choice of loafing about the car barn or on the street. *Page 6*.

Thus, on the New York Railways Co.'s lines, 13.5 per cent of the total days worked by woman conductors during a period of seven days were completed in less than 10 hours, whereas 62.9 per cent required 12 hours and over within which to complete the day's work. On the surface lines of the Brooklyn Rapid Transit Co. 16.1 per cent of the total days worked by woman conductors during

a period of seven days required less than 10 hours within which to complete the day's work, and 48.5 per cent required 12 hours and over. On the subway-elevated lines of the Brooklyn Rapid Transit Co. 36.5 per cent of the total days worked by woman guards and conductors required less than 10 hours within which to complete the day's work, and 50 per cent required 12 hours and over. *Page 7.*

Of 2,127 days worked by woman conductors on the cars of the New York Railways Co., 993, or 46.6 per cent, began between midnight and 8 A.M.; 968, or 45.5 per cent, ended between 6 P.M., and 10 P.M.; 987, or 41.7 per cent, ended between the hours of 10 P.M. and 4 A.M. Of 670 days worked by woman conductors on the surface lines of the Brooklyn Rapid Transit Co., 326, or 48.7 per cent, began between midnight and 8 A.M.; 348, or 51.9 per cent, ended between the hours of 6 P.M. and 10 P.M.; 242, or 36.1 per cent, ended between the hours of 10 P.M. and 4 A.M. Of 1,526 days worked by woman guards and conductors on the subway lines of the Brooklyn Rapid Transit Co., 1,102, or 72.2 per cent, began between midnight and 8 A.M.; 925, or 60.6 per cent, ended between the hours of 6 P.M. and 10 P.M.; 282, or 18.5 per cent, ended between the hours of 10 P.M. and 4 A.M. *P. 12.*

Lack of sufficient rest must very soon so lessen the vitality that the woman is not only unfit for street railway service but unable to resume her former place either in the home or in industry. There should be added to this a consideration of the dangers to which a woman is conceivably exposed in having to go home unattended, sometimes through practically deserted streets, at hours of night when police protection is least. *Page 14.*

Exhibit D. Employment of Older Men:
Some Examples.

FOR VALUE RECEIVED

A Discussion of Industrial Pensions

By John A. Fitch

of The Survey Staff.

The Survey, May 25, 1918.

At the beginning of the pension movement, the dominant motive was probably a desire to meet the emergency created by men growing old in the service. But now another reason has emerged of more fundamental importance. An every-day problem of the employer is how to attract employes so that they will desire to remain in his service. If the employer can offer the prospect of reasonable wages throughout one's working career, and a sure provision for his old age, what could be more attractive than that to the average workman? Now in these war years both of these motives are operating upon employers with greater strength than ever. Firms that formerly would not employ men over thirty-five years of age are now obliged to take on men of forty or older; men of elderly years are finding it possible to get employment where before practically all jobs were closed to them. At the same time the labor turnover is greater than ever, and employers are searching frantically for inducement to keep men on their pay-rolls. P. 221.

confectionery, and dress making.

4. OCCUPATIONS OTHER THAN MANUFACTURING PURSUITS. The employment of women may be largely extended in clerical work, including also agents, canvassers and collectors (provided that the women employed are over 21 years of age or over), bookkeepers, cashiers and accountants, stenographers and typists, clerks in stores, stock clerks in departments not requiring heavy lifting, decorators and window trimmers, delivery work, provided the packages do not exceed 25 pounds and light weight trucks are used; floor walkers and floor men in stores, sales women and buyers, especially in all departments selling women's goods; telegraphers and telephone operators and mail clerks, and in various forms of public service, including especially inspectors for government departments.

5. DOMESTIC AND PERSONAL SERVICE. The women of the country can make a large economic contribution to the progress of the war, if they will so organize their households as to reduce domestic and personal service to a minimum, also employing women instead of men wherever possible. In certain forms of person^{al} service not in private households, women may be more largely employed provided the standards of work^{ing} conditions are observed as in the work of waiters in hotels, ^{and restaurants} doormen and elevator tenders in hotels, apartments and stores, ^{and} provided ^{also} ~~that~~ older women are employed and heavy work and employment at night are not required.

6. PROHIBITED EMPLOYMENT. Women should not be employed in occupations involving poisons, ^{which are} demonstrated to be more harmful to women than to men, especially certain occupations in the lead industries. Women should not be employed in mines, quarries or smelters; in the furnace rooms of glass factories, in heavy trucking or in other occupations requiring the lifting of heavy weights without proper mechanical devices. They should not be employed in bar rooms and saloons

Working out a Theory in Shop Management.

HOW THE WHITE MOTOR COMPANY DOES IT.

...The work which the White Motor Company of Cleveland has been doing for a number of years in this way is highly interesting, and might almost be called revolutionary by the reactionary manager. Some time ago those in charge of the employment of men noticed that, in common with almost all large manufacturing concerns, the average use of their employees was very low -- about 26 years, according to the statistics gathered. In some larger shops it is even lower, and this alone accounts in all probability for much of the labor turnover.

Beginning about three years ago, the White Motor Company decided to raise the average age of its employees, and reversing the policy of Dr. Osler, which has done the machine-manufacturing industry so much harm and has worked such cruel hardships on many perfectly capable men of middle age, it now gives preference to men over thirty years of age. Needless to say the company does not chloroform him when he reaches the age of 40 years.

Continuing this feature the White Company has gradually increased the average age of its employees to about 40 years, and at the same time the production per man has increased in a most interesting and hopeful manner. Part of this increase is due no doubt to the fact that the company has reduced its labor turnover very materially, the average being between 3 and 4 percent a month, and this in spite of many of its men having been called to the colors.

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Extending the Employment of Women.

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October 25th 1918

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EXTENDING THE EMPLOYMENT OF WOMEN.

Workers are needed in larger numbers in the war industries to secure the production necessary for the war. This need must be met in part by the transfer of men from less essential occupations but it is upon the women of the country that industry must chiefly depend to fill vacancies left by the withdrawing of men into military service or by their transfer to the war industries, while women also constitute the reserve supply for increasing the forces necessary for the manufacture of munitions and supplies required for the army and navy. A program for labor distribution involving the more extensive employment of women has been formulated by the Department of Labor along the following lines:

1. STANDARDS. Experience has demonstrated that maximum output is dependent upon the maintenance of proper standards of wages, hours and working conditions and only through ^{maintaining} these standards can the work of women be made most effective. They have been clearly defined by the War Labor Policies Board, acting on the recommendation of the Woman in Industry Service of the Department of Labor. Women should be more largely employed in all occupations which meet the tests set up in the standards thus defined.

2. ESSENTIAL INDUSTRIES. Women are now largely employed in the important processes of the war industries and their numbers can be increased in the manufacture of air craft, ammunition, small arms, boots and shoes, chemicals, textiles, ~~explosives~~, foods and in arsenals and navy yards.

3. OTHER MANUFACTURING PURSUITS. In many trades in which large numbers of women have been employed, it is possible to release men for transfer to occupations less suitable for women. The industries in which many of the processes may be regarded primarily ^{as} women's work include the manufacture of white goods and underwear, millinery, neck wear, men's and women's clothing, artificial flowers and feathers, embroidery and lace makers, paper box makers,

or in pool rooms and in addition girls under 21 years of age should not be employed in occupations or places of employment unfit for them owing to their youth, as for instance in the public messenger service, in street car, elevated or subway transportation service, as elevator operators, or as bell boys in hotels and clubs. The employment of mothers of very young children should be discouraged.

7. A PROGRAM FOR THE DISTRIBUTION OF LABOR. The application of standards and national policies must be made by local agencies with due regard to local conditions. The Woman in Industry Service of the Department of Labor, with the approval of the War Labor Policies Board, has promulgated standards which should govern the employment of women in any industry and in cooperation with other federal agencies is making surveys of particular industries to determine where and under what conditions it will be possible to employ women more extensively. These surveys will form the basis of subsequent announcement of specific standards and recommendations. Subject to these standards and recommendations, the U.S. Employment Service will carry forward the placement of women workers including their introduction into new occupations and their more extensive employment in work in which they are now engaged. Employers and workers are asked to cooperate in this plan for such distribution of labor as will most effectively meet the nation's present needs.

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Miss Pierce.

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