

New ENGLAND WESTINGHOUSE CO.

November 1, 1918.

From: Mary Van Kleeck, Director, Woman in Industry Service.
To: Major F. W. Tully, War Department.
Subject: New England Westinghouse Company, Springfield, Mass.
Interview with Commissioner Mulready.

In accordance with my suggestion and your approval, I discussed this case with Commissioner Mulready in Boston, Oct. 28th. He is awaiting our judgment in the matter. No information in addition to that supplied in the Women's Branch of the Ordnance Department was forthcoming.

May I add to our previous recommendation that I have subsequently had a conference with the Director of the Women's Branch of the Ordnance Department regarding this case and I concur in her view that the burden of the proof should now rest upon the employer to show that he cannot eliminate overtime rather than having the burden of proof rest upon the Ordnance Department to prove that it is possible to eliminate the necessity for overtime. This is one of the instances where it seems to be demonstrated that overtime work for women is the easiest way out of a problem of management. Refusal of permission to work overtime would be a spur likely to react favorably upon the very important production of this plant.

MVE/ALL

Mary Van Kleeck, Director
Woman in Industry Service.

Boston

WAR DEPARTMENT,
WASHINGTON.

October 24, 1918.

OCT 25 A.M.

From: War Department, Major F. W. Tully.
To: Miss Mary Van Kleeck, Director, Woman in Industry.
Subject: Request of New England Westinghouse Company, Springfield, Mass. for renewal of permit to employ women inspectors overtime.

I am taking steps to have a certificate of emergency issued to the New England Westinghouse Company, Springfield, Massachusetts, in accordance with your recommendation endorsing the recommendation of the Women's Branch, Ordnance Department.

I note you expect to be in Boston October 28th, and it would be very helpful indeed if you could take up this matter with the Commissioner of Labor at that time. I am requesting that the certificate of emergency to be issued by the Secretary of War date from October 28th.

F. W. Tully

F. W. Tully,
Major, Ord. U. S. A.
Acting Assistant to the Secretary of War.

COPY

For Miss Van Kleeck

WAR DEPARTMENT
WASHINGTON

October 18, 1918

From: Office of the Secretary of War, Major F.W. Tully
To: Ordnance Department, Women's Branch, Industrial
Service Section.
Subject: Overtime for women at New England Westinghouse
Company, Springfield, Mass.

So far as I have a fixed policy in such matters my action has been single to do nothing likely to interfere with production of vitally needed supplies for the fighting forces. I am disinclined, therefore, to take the ground that the Secretary of War's Office will not ask for a renewal of the permit for the above mentioned Company unless it can be shown that the Company could eliminate the necessity for overtime. Nothing appears in the report indicating that the Company can do this.

I would appreciate it very much if you could help my judgement in the matter by supplying further information on this line.

(Signed) F.W. TULLY,
Major, OFS. U.S.A.
Detailed to the Office of
the Secretary of War

OD2954

To Miss VanKleeck

ATTACHED HERETO ARE 3 PAPERS

PLEASE

to you reference
and files -

MONTH	DAY	HOUR
10	17	18

CLARA M. TEAD

BY CM

File - OCT 18 A.M.

October 17, 1918

FROM: Women's Branch, Industrial Service Section
TO: The Chief of the Industrial Service Section;
Major B.H. Gitchell.
SUBJECT: Request of the New England Westinghouse Company
of Springfield, Mass. for renewal of permit to
employ women inspectors overtime.

1. In a memorandum of August 20, 1918, from the Women's Branch, Industrial Service Section, Ordnance Department, to the Woman in Industry Service, Department of Labor, it was recommended that the permit allowing not more than five (5) hours overtime per week per worker for not more than eighty (80) women workers, be granted to the New England Westinghouse Company in response to their request for a renewal of the permit previously granted.
2. It was further recommended in Paragraph 9 of the Memorandum of August 20th that "the Women's Branch make an investigation of the situation relating to the use of women on overtime inspection at the New England Westinghouse Company at the expiration of the two months (or about October 24th) and report to the Woman in Industry Service the progress which the firm is making in regard to eliminating the necessity of overtime inspection by women."
3. In accordance with this recommendation an investigation was made September 30th by Miss Suzanne Wunder, representative of the Women's Branch, assigned to the Boston District office. (A copy of her report is herewith attached.)
4. A copy of a letter dated October 4th, 1918, from the New England Westinghouse Company, signed by George S. Law, Assistant to General Attorney, is herewith attached, as supplementing and endorsing the facts stated in Miss Wunder's report of September 30th.

5. Attention is drawn to the following salient facts in the present situation:

(a) AMOUNT OF OVERTIME.

The temporary permit issued by the War Emergency Industrial Commission of Massachusetts August 21st allowed a total overtime employment of eighty (80) girls five (5) hours a week, or a total of four hundred (400) hours overtime per week.

Total overtime in five-week period beginning August 21st allowed under terms of permit (80 girls 5 hours a week) would be 400 hours x 5 weeks, or 2000 hours overtime.

Overtime actually worked in five-week period beginning August 21st totals 2482 hours.

NOTE: Excess of 482 hours beyond total allowed by permit. (See attached letter of New England Westinghouse company of October 24th.)

(b) NUMBER OF WORKERS AFFECTED

Under the terms of the permit not more than eighty girls were to be employed per week on overtime inspection; that is not more than 400 girls in a five-week period.

Total number of women actually employed on overtime inspection during five-week period beginning August 21st was 596.

NOTE: Number of inspectors employed overtime in excess of permit was 196.

(c) SUNDAY WORK.

It has been ascertained that on one Sunday during this period forty-eight (48) women were employed at the rate of 6.33 hours each, or a total of 304 hours.

This Sunday work was carried on without a permit although the representative of the New England Westinghouse Company had been informed in the office of the War Industrial Emergency Commission at a conference held July 24th at which a representative of the Women's Branch was present, that workers could not be employed on

Sunday without a special permit; and that in the event of an emergency the company should telephone immediately to the War Emergency Industrial Commission requesting such permit.

(a) EQUIPMENT.

According to the statement of the Company, there is now "sufficient machinery and equipment to make 500 guns a day, but with the additional equipment and spare parts required by the Government the equipment is not sufficient to produce that number of guns and also the spare parts and equipment required."

(e) REQUEST FOR INCREASED ALLOWANCE OF OVERTIME.

Attention is called to Paragraph 2 of the attached letter from the New England Westinghouse Company, where it is stated on the advice of the Production Department "that the necessity for overtime employment of women inspectors will continue so long as we are engaged in producing the machine guns on a quantity basis; that is, there will inevitably be low points in the work from time to time due to delays in receiving material and falling off of production in some departments."

Attention is also drawn to the last paragraph, where it is stated: "In view of the necessity of the situation, as disclosed by the actual overtime, it seems to me that when I apply for an extension of the permit, the number of hours asked for should be increased."

From the above statements it is understood that the New England Westinghouse Company is not making a special effort to do away with the necessity of overtime employment of women, but that on the contrary it would seem that the work is being planned on the basis of the convenience afforded by the issuance of an indefinite number of succeeding temporary permits.

6. The Women's Branch therefore recommends: That the War Department advise the War Emergency Industrial Commission of Massachusetts to issue a temporary permit for two weeks, allowing not more than a total of four hundred (400) hours overtime per week, affecting not more than eighty (80) women inspectors per week; advising the Company that during this two-week period it should take steps to eliminate the necessity for further overtime of women inspectors, inasmuch as the War Department will not recommend a renewal of the permit.

CLARA M. TEAD, Director
Women's Branch, Ind. Serv. Sec.

COPY

NEW ENGLAND WESTINGHOUSE COMPANY
SPRINGFIELD, MASS.
OCTOBER 4 1918.

Miss S. A. Wunder,
Boston District Office
19 Portland Street
Boston, Mass.

Dear Miss Wunder:-

I am sorry that Mr. Craig's illness has so long delayed this report, with reference to overtime employment of women inspectors on Browning Machine Gun Work.

As I stated to you when you were here, the Production Department advises me that the necessity for overtime employment of women inspectors will continue so long as we are engaged in producing the Machine Guns on a quantity basis, that is, there will inevitably be low points in the work from time to time, due to delays in receiving material and falling off of production in some of the departments. It will be impossible to so adjust the production schedule that the flow of parts to the Assembling Room will automatically be maintained at a level that will give the required quantity to manufacture the completed guns in accordance with our delivery schedules.

With reference to the matter of Machinery and Equipment, as I advised you, we do not have quite all of the machinery that will be required to bring our production up to the desired point, namely five hundred (500) a day. We do have sufficient machinery and equipment to make five hundred guns a day, but with the additional equipment and Spare Parts required by the Government, the equipment is not sufficient to produce that number of guns and also the Spare Parts and equipment required.

With reference to the number of hours of overtime of women inspectors, since the permit was extended on August 21st, I find that the total overtime has been twenty four hundred and eighty two (2,482) hours. The number of girls employed on overtime work has been five hundred and ninety six (596). You will note that the number of hours is four hundred and eighty-two (482) in excess of the number stated in the permit granted by the War ~~Department~~ Emergency Industrial Commission, so that in asking as we did for overtime employment of eighty (80) girls- five hours a week, at a total of four hundred (400) hours a week, we underestimated our requirements. The schedule given me by the Production Department shows that the increase in our production has resulted in a corresponding necessity for an increase in the overtime hours of women inspectors.

COPY

-2-

Miss Wunder Oct.4 1918

With reference to Sunday work, I find that there was only one Sunday when it was found necessary to work the women inspectors overtime, and on that day forty-eight (48) girls worked three hundred and four (304) hours.

In view of the necessity of the situation, as disclosed by the actual overtime, it seems to me that when I apply for an extension of the permit, the number of hours asked for should be increased. I shall be very glad indeed to have your suggestions as to what you believe it will be proper to ask of the War Emergency Industrial Commission under the circumstances.

Very truly yours,

(Signed) GEORGE S LAW,
ASSISTANT TO THE GENERAL ATTORNEY

GSL:MEG

COPY

September 30, 1918.

From: Miss Suzanne A. Wunder, Women's Branch, Industrial Service Section, Boston District Ordnance Office.

To: Women's Branch, Industrial Service Section, Ordnance Dept. 6th. & B Sts., Washington, D. C.

Subject: Permit for Overtime Employment of Women, the New England Westinghouse Company, Springfield, Mass.

I. Reason For Visit

Miss Wunder visited the New England Westinghouse Company today to inquire into the overtime employment of women inspectors on Browning Machine Gun Work, in order to ascertain the need of renewing permit for such overtime employment.

2. Persons Interviewed

Mr. G. S. Law, Counsel
Mr. Alcock, Sup. of Buildings.

3. Since the recommendations of August 9th, the contracts for spare parts for Browning Machine Guns have been changed, increasing the number of parts required for each gun.

4. Production

Now nearly 2000 per week, or over 300 per day.

5. Equipment

The Company now has sufficient machinery and equipment to make 500 guns per day, but lacks gauges and cutter to enable them to make the additional spare parts.

6. Total Overtime since Aug. 21	2482 hours
Number of Girls Employed Overtime	596
Average Hours per Girl	4.14
Average Number of Girls per week	596

7. All overtime employment during 5 weeks in excess of what was granted in permit of Aug 21st:	
Number of Hours Excess Overtime	482
Number of Inspectors in Excess of those Granted in Permit	196

7. Women inspectors were employed on one Sunday without a permit, owing to the fact that Government inspectors were sometimes employed Sundays without permits.

Total No. of Hours Worked that Sunday	304
No. of Girls Employed on that Sunday	48
Average Hours Worked per Girl	6.33

8. Letter from G.S. Law, dated October 4th, claims that in the opinion of Mr. Craig, Production Man, (ill with influenza at time of Miss Wunder's visit): "The necessity of overtime employment of women inspectors will continue so long as we are engaged in producing machine guns on a quantity basis, - that is, there will inevitably be low points in the work from time to time, due to delays in receiving material and falling off of production in some of the departments. It will be impossible to so adjust the production schedule that the flow of parts to the Assembling Room will automatically be maintained at a level that will give the required quantity to manufacture the completed guns in accordance with our delivery schedules. . . .

"In view of the necessity of the situation, as disclosed by the actual overtime, it seems to me that when I apply for an extension of the permit, the number of hours asked for should be increased."

9. A few inspectors were seen idle.

LOIS B. RANTOUL, DIRECTOR

By _____

Suzanne A. Wunder.

held to attach to W. E. Westphalen
correspondence when it comes from Women's Br.

August 20, 1918.

Dr. E. M. Hopkins,
Office of the Secretary of War,
Washington, D. C.

My dear Dr. Hopkins:

This request is referred as recommended in the letter
from the Women's Branch of the Ordnance Department, with the
understanding that the Women's Branch will report to us
during these three months steps which have been taken to make
this overtime unnecessary.

Sincerely yours,

Mary Van Kleeck, Director,
Woman in Industry Service,

New England Westinghouse Co.

All communications should be accompanied by carbon copy and addressed to

WAR DEPARTMENT
OFFICE OF THE CHIEF OF ORDNANCE
PRODUCTION DIVISION
WASHINGTON

To insure prompt attention,
in replying refer to

No. _____
Attention of _____

August 20, 1918

03-8845

FROM: Women's Branch, Industrial Service Section
TO: Woman in Industry Service, Department of Labor;
Miss Van Kleeck, Director
SUBJECT: Interview with Mrs. May Peake

1. Telegrams dated July 13 and 17 sent by Mrs. May Peake, organizer of the International Association of Machinists (see copies attached) and addressed to Miss Van Kleeck were forwarded by the Women's Branch to Mrs. Tead in the Boston District office.

2. On August 3rd Mrs. Peake and Mrs. Tead had a conference at the office of the Boston Lodge of the International Machinists, at which Mrs. Peake explained the situation at the Westinghouse company, reported in the telegrams of July 13 and 17. Mrs. Peake said that the strike as outlined in the telegrams had not been organized by her but had simply been reported to her by some of the girls involved. Mrs. Peake gave Mrs. Tead a list of the names and addresses of such of the leaders of the union activities at the plant of the Westinghouse company as were in her possession. Mrs. Peake and Mrs. Tead agreed that since the girls had gone back to work almost immediately and since those that had not gone back to work had received positions in other factories giving as good or better pay, the information given by Mrs. Peake be considered confidential and be held by Mrs. Tead for reference in case of further dissatisfaction at the Westinghouse plants.

3. It is felt that this and similar instances emphasize the necessity of having some clearly defined method of procedure in cases where the policy of the War Labor Policies Board is not adhered to in Ordnance and other plants. For instance, what should the procedure be in handling reported cases of discharge of employees for so-called union activities? Should the procedure be the same in the case of such discharge precipitating a strike as in the case where the discharge simply fosters unrest but does not actually result in a strike?

Clara M. Tead

CLARA M. TEAD
Acting Director, Women's Branch.

Copies of Telegrams from Mrs. May Peake to Miss Van Kleeck

July 13, 1918

Mary Van Kleeck
Women's Division, Ordnance Department, Washington, D.C.

Six girls discharged July 11th and fifty girls quit work July 12th at River plant of New England Westinghouse Co. at Chicopee Falls, Mass. Company deny girls right to bargain collectively refuse to pay them a living wage and equal pay for equal work. Have 65 girls on strike at Smith and Wesson plant making 120 girls on government work out Please make immediate investigation

May Peake Organizer I A M Hotel Grand
Springfield, Mass.

July 17, 1918

Mary Van Kleeck,
Head of Women's Division Ofd. Dept. Wash, D.C.

Have had no reply from my wire to you Saturday relative to girls discharged at Westinghouse Co. River plant seventeen girls and president of Machinists Union discharged today for organizing and trying to bargain collectively. Please make investigation at once and notify me of your action.

May Peake, Organizer IAM

New England Westinghouse Co

WOMAN IN INDUSTRY SERVICE

August 15, 1918.

MEMORANDUM

FROM: Woman in Industry Service
TO: Women's Branch, Industrial Service Section, Ordnance Department.
SUBJECT: Permit to employ women overtime at the New England Westinghouse Company.

The attached papers recommend the renewal of the permit to this company to employ women overtime for a period of three months, beginning August 24th. The renewal of the earlier permit recommended in the attached letter from Dr. E. M. Hopkins to the Chairman of the War Emergency Industrial Commission, dated July 19th, states that overtime was necessary because of inadequacy of equipment and uneven routing through various departments, and it was therefore provided that an officer be detailed from the production division of the Ordnance Department to make an extensive study of the production problems in that plant, and that a second investigation should be made by the Women's Branch of the Industrial Service Section before the termination of the permit.

The Women in Industry Service feels it necessary to withhold a recommendation to the office of the secretary of war until information is filed on the following points:

1. Has a production officer been detailed to make this investigation on the organization of the work?

2. Will not the withholding of a permit for the time be the best encouragement to the plant to grapple with its problem of organization?

3. Is not the long working week a disadvantage in securing efficient inspection and especially in holding together an able force, and will not production therefore be increased by insisting upon the shorter working day?

4. Has the Women's Branch made the investigation provided for in the recommendation for the present permit, or is it understood that Mr. Irwin's investigation covers this part of the plan? If so will it not be possible for Mr. Irwin to file a report dealing specifically with the problems raised in the report made by the Women's Branch on July 5th?

5. Has the Ordnance Department any information as yet regarding the complaint made to the Mediation Branch through the Women's Branch that girls have been discharged by this company for organizing a union? (See telegrams of July 13 and 17 signed, May Peake, Organizer, International Association of Machinists). Attention is called to the fact that if the grievances there alleged are true, they should receive consideration in connection with this request for a permit, since any such ~~friction~~ friction between the plant and its workers has so important a bearing upon production.

You will readily understand that the increasing number of requests for exemption from state labor laws makes necessary a full and detailed statement of facts in each case to justify the granting of a permit. The Woman in Industry Service is unwilling to recommend the granting of permits when the need for it is clearly due to defects in organization, unless there is clear evidence that progress is being made in remedying these defects.

Mary Van Kleeck, Director.
Woman in Industry Service.

October 23, 1918.

MEMORANDUM

FOR: Major F. W. Tully, War Department.

SUBJECT: Request of New England Westinghouse Company, Springfield, Mass. for renewal of permit to employ women inspectors overtime.

This office approves the recommendation of the Women's Branch, namely, "that the War Department advise the War Emergency Industrial Commission of Massachusetts to issue a temporary permit for two weeks, allowing not more than a total of 400 hours overtime per week affecting not more than eighty women inspectors per week, advising the company that during this two weeks period it should take steps to eliminate the necessity for further overtime of women inspectors, inasmuch as the War Department will not recommend a renewal of the permit." We would add to this suggestions, however, that it be recommended that the Women's Branch of the Ordnance Department assign a member of its staff to make thorough observations in the plant during the two weeks period of the permit, and that if possible at the same time an expert on production be assigned to assist in the development of more effective management.

This recommendation is deemed by us to be in the best interests of production. Previous reports on this plant indicate an attitude on the part of the management which does not promise well for the prompt fulfillment of its contracts, and it is quite possible that the granting of a permit which encourages the plant to make good on its own deficiencies by overtime work of the women is an encouragement of an inefficiency which has serious results for this important product.

The Director of this Service will be in Boston Monday October 28th, and will confer with the Commissionery of Labor at that time about several matters. We shall be glad to take this matter up if you so desire.

MVK:IMP

Mary Van Kleeck, Director,
Woman in Industry Service.

OCT 21 A.M.

WAR DEPARTMENT,
WASHINGTON.

October 18, 1918.

Miss Mary Van Kleeck,
Director, Woman in Industry,
Department of Labor,
Southern Building,
Washington, D. C.

Subject: Request of the New England Westinghouse Company
of Springfield, Mass. for renewal of permit to
employ women inspectors overtime.

Dear Miss Van Kleeck:

I am forwarding papers in the above subject, and
I would appreciate your opinion as to what action should be
taken in this case.

Here is another instance of vitally needed supplies
for the soldiers - Browning Guns - and the report from the
Women's Branch of the Ordnance Department does not indicate
in any way suggestions whereby the Company could maintain its
required production without overtime. My inclination, of
course, is to comply literally with the recommendation of
the Women's Branch of the Ordnance Department, but I shall
hesitate in every instance to take any step likely to shut
off production of such urgently needed means for war as
Browning guns, small arms ammunition, shells, adapters and
boosters.

Yours very truly,

F. W. Tully

F. W. Tully,

Major, Ord. U. S. A.

Detailed to Office of Secretary of War.

October 18, 1918.

Miss Mary Van Kleeck,
Director, Woman in Industry,
Department of Labor,
Southern Building,
Washington, D. C.

Subject: Request of the New England Westinghouse Company
of Springfield, Mass. for renewal of permit to
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Browning guns, small arms ammunition, shells, adapters and
boosters.

Yours very truly,

F. W. Tully,
Major, Ord. U. S. A.
Detailed to Office of Secretary of War.

W. E. Westinghouse Co.

WOMEN IN INDUSTRY SERVICE

August 6, 1918.

My dear Mrs. Peake:

Miss Van Kleeck has been very busy in getting started in the new position of Director of the Women in Industry Service and when there seemed to be a little pause in the work she had to leave the city and go to Niagara Falls to direct the investigation of the chemical industries in that city.

I wish very much if you think it is not too late that you would give us the full status of the discharge of the girls in the Smith and Wesson Shop. It seems to me that we cannot afford to have girls discharged for joining a union, as the government policy stands for collective bargaining. We have a court of last appeal in Washington, namely the War Labor Board, and I am sure that we can get them to investigate this matter with a view to rectifying the wrong which has been done, if we can build up a good case. You understand that if this matter was brought to the attention of the War Labor Board they would do their own investigation.

Miss Chrisman of the glove workers' union is coming to Washington to direct the investigation of the women's side of the question. She will work very closely with us in the Women in Industry Service, and we are very hopeful that this close co-operation will be of benefit to the women workers. We hope very much that you will notify us of any miscarriage of justice to the women in your trade.

I had a conference with your national president, Mr. Johnston, yesterday, and he gave me your address in Boston. With best wishes, I am

Sincerely yours,

Assistant Director, Women in Industry Service.
Mrs. May Peake, General Organizer,
International Union of Machinists,
665 Washington Street,
Boston, Massachusetts.



TELEPHONE, RIVER 5160

Miss Lindeman
Please advise
NOTED
about 1918 this
WYK

Hotel Grand

ALL ROOMS WITH MODERN IMPROVEMENTS

ELECTRIC LIGHTS, STEAM HEAT,
HOT AND COLD WATER AND TELEPHONE, IN EVERY ROOM.
SHOWER OR TUB BATH.
CHEERFUL ATTRACTIVE LOBBY.

241 WORTHINGTON ST.,
CORNER STEARNS SQUARE

SPRINGFIELD, MASS. 7-23-1918

Miss Mary Van Kleeck.
Washington, D.C.

Dear Miss Van Kleeck.

On my return to
Springfield yesterday I was
greatly pleased to find your
letter of the 13-th & 19-th in
response to the telegrams I
sent you. I was greatly
disappointed however to learn
that you had directed Capt.
C. E. Fitzpatrick representing
the Bridgeport District to
take charge of this special
work. Because our organization
the Dull Association of



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241 WORTHINGTON ST.,
CORNER STEARNS SQUARE

SPRINGFIELD, MASS. _____ 19 _____

TELEPHONE, RIVER 5160

3 - Machinists do not feel that Capt. Fitzpatrick is in sympathy with labor. In fact he has proven an able supporter of just such men as Mr. Joe Wessen of the Smith & Wessen Shop. Consequently I do not feel that a thorough investigation would be made by him or justice to our people obtained.

I was so long in hearing from you and of course the mile discharged by the Westinghouse C. O. Plant



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241 WORTHINGTON ST.,
CORNER STEARNS SQUARE

SPRINGFIELD, MASS. _____ 19 _____

TELEPHONE, RIVER 5160

3 having to rely on their daily
labr for their support. have
had to secure employment.
The company offered the girls
25-cs per hr - those they took
back. so that helped some
from 17 1/2 cts per hr - but
even that amount does not
measure up with men's
wages - consequently they do
not receive "Equal Pay for Equal
work". I should like very
much to see Mrs Lead
as I could give her the girl
names & addresses -
especially the Committee



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SHOWER OR TUB BATH.
CHEERFUL ATTRACTIVE LOBBY.

241 WORTHINGTON ST.,
CORNER STEARNS SQUARE

SPRINGFIELD, MASS. _____ 19 _____

TELEPHONE, RIVER 5160

4 - discharged - in circulating
the petition and trying to
"bargain collectively".

Thanking you for your
assistance and regretting
the delay because this would
have proven a splendid
test case, but I am positive
under Capt. Fitzpatrick's
supervision nothing will
be accomplished in our
behalf - and with kindest
Personal Regards to yourself
I am - Sincerely & Cordially Yrs
(Mrs) May Deane
Gen'l Organizer I. C. M.