

WAR DEPARTMENT

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON

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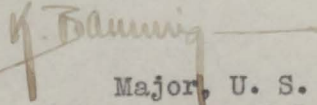
September 27, 1918.

Miss Mary Van Kleeck, Director,  
Woman in Industry Service,  
U. S. Department of Labor,  
Washington, D. C.

My dear Miss Van Kleeck:

In response to your kind suggestion of September twenty-fifth, I shall be very glad to make an appointment with you at any time at this office. I believe that we may work together to our mutual advantage in compiling a photographic record of the war work which the women in this country are doing.

Sincerely,



Major, U. S. A.,  
O.I.C., Pictorial Section,  
Historical Branch, W.P.D., General Staff.

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Memorandum from the Women's Branch, Industrial Service  
Section, Ordnance Department. December 21, 1918.

WAGES AND WORK OF WOMEN  
IN U.S. ARSENALS AND ORDNANCE PLANTS

U.S. ARSENALS

1. Hourly Rates for Semi-Skilled Male and Female Labor

Arsenal A

The minimum day rating (8 hours) for women is \$2.00 to \$2.24 according to the kind of work. For men the minimum is \$3.20. The maximum day rating for women is the same as the minimum for men.

Arsenal B

Same minimum day rate prevails for male and female skilled labor, i.e. \$2.80 for eight hours work. Since the signing of the armistice all overtime work has been abandoned, and the minimum rate for both men and women classed as skilled laborers has been raised to \$3.20 for eight hours work.

Arsenal C

There is a general hiring in rate for women of 34¢ per hour. Women are paid at this rate while in training school. When they enter the shops they are started at 40¢ an hour, which is also the initial rate for male semi-skilled labor.

Arsenal D

The minimum rate for semi-skilled labor prior to November 18, 1918, was 33¢ per hour, while that for women labor of the same class was 30¢. The difference of 3¢ was supposed to offset the extra overhead expense entailed by the use of women.

Forty-eighty per centum of the women employed in the shops, however, were receiving the minimum rate, while only a few messengers and unskilled laborers were receiving the minimum rate for men.

*For further material about Arsenals + Ordnance Plants see  
Ordnance Department - 273*

2. Bonuses for Men and Women

At both Arsenal A and Arsenal B men and women receive a bonus of 10% of their total earnings when they do night work. The women work 9 hours and the men 10, both receiving pay at the rate of time and one half for the hours worked in excess of eight.

3. There has been some opposition by the Machinists' Union to the placing of women on "machinists' work" unless the principle of "equal pay for equal work" was recognized, in all the arsenals. This opposition has been most marked at Arsenal B. As a result, a considerable number of women have been taken into the Federation of Arsenal Employees.

4. There is very little piece work in U.S. Arsenals.

At Arsenal B some work is paid for on a piece work basis, and the rates for identical work are the same for men and women. Men's work, however, is ordinarily varied, so that part of the week is spent on work for which the piece rate is higher, while women are kept on the lower paid work, and the weekly earnings consequently vary considerably.

ORDNANCE DISTRICTS

In the Chicago District "comparison of pay was not often possible because in almost every instance where men and women were engaged on the same work or where women succeeded men, the processes were modified for the women. Machine piece rates for women were usually the same as for men in spite of the assistance given women." (Final Report of Miss Amy Hewes, Chicago District.)

"Plant A has paid women the same rate as men on the same class of work. The hourly rate is 40¢ with time and a half for overtime over basic eight-hour day. The piece rate is the same as that for men where the work is identical, as on drill presses." (Final Report of Miss Charlotte Hins, Detroit District.)

"Plant B recently instituted a system of equal pay for equal work. The hourly rate is 40¢ with time and a half for overtime over the basic eight hour" \* \* \* "The piece rate is the same for men and women on the same class of work." op. cit.

In the New York District "equal pay for equal work has been ascertained to be in operation for piece work in three plants, for piece work and initial hiring in rate in one other plant, and on a single operation in yet another plant." (Final Report of Miss N.M. Reeder, New York District.)



"In all plants (ordnance plants with whom contact was established) with the notable exception of Plymouth, the piece rates were the same as those for men wherever women were substituted on work previously done by men, or were working side by side on the same operations. At Plant B, where production increased 100% when women were substituted in the machine shop, the men who remained were very antagonistic because of the higher earnings of the women, and there was some possibility that adjustment of processes or hours must be made to decrease the earnings of the women. One method of doing this, as practiced in the lathe room at Plant C, was to gear the lathes higher when operated by the men, the excuse being that women were less experienced operators. This caused considerable ill feeling on the part of the women, as the machine adjuster would occasionally forget to change the gearing, and until the condition was discovered a woman would greatly increase her output on the faster lathe, and naturally wished to continue work under those conditions." (Final Report, Cleveland District, Ruth Reticker.)

"At Plant D instead of piece rates a bonus was paid for production above a certain minimum, and the bonus rate was paid for both men and women, but as the basic rate (the hourly wage) of the women was much lower than that of the men, their actual pay was proportionately lower." ibid.

"The starting rate for the women is \$2.75 per day on work for which a man would be paid \$3.50" at Plant A. op. cit.

At Plant A equal pay for equal work was paid for piece work, but the same time rate was not paid men and women. (Final Report Bridgport District, Miss Suzanne Wunder.)

In the Sincinnati District "it was difficult to tell with certainty whether the policy of equal pay for equal work was adhered to. Employers would often say that the work was not equal; that men had to be employed to set the jobs or to do heavy work. At one plant women are paid 17½¢ to 20¢ an hour. On piece work they are paid the same as men, but on hour work less. At another plant the proposed rate for women was 24¢; minimum for men 31¢. In two Indiana towns, complaint was made by unions that women were replacing men at lower wages rates. In one of these towns the lowest rate for male labor was 25¢ an hour; yet women on machine work were paid a beginning rate of only 17½¢ at Plant A, 17½¢ to 20¢ at Plant B, \$1.25 to \$1.50 a day at Plant C. At Plant D the union claimed that after women were employed the piece rate on all core making for all workers was reduced. The investigator felt at the time of the visit that men and women were being paid the same rate. There is little doubt but that Plant E violated the principle of equal pay for equal work. One woman operator was paid \$12.00 for work for which men were paid \$18.00. She asked for \$15.00 and was discharged. In one case it was felt certain that the same rate

was paid. Plant F employed 40 to 50 women in replacement work, paid all operators on machines a beginning rate of 34¢ per hour, with a guaranteed bonus of 20%, which made the actual minimum 28.8¢ per hour. The same bonus and premium rates were paid to women as to men." (Final Report, Cincinnati District, Miss Edith Campbell.)

In the Philadelphia District equal pay for equal work was found in six plants.

Less wages were found in six plants-

- Plant A      Women 20% less than men
- Plant B      Same work- women 33¢; men 45¢
- Plant C      Women 36¢; men 35¢. (Claimed could start men on heavier work)
- Plant D      Women 32¢; men 35¢. Equal bonus for men and women
- Plant E      Women 25¢; men 35¢. (Discrepancy explained by fact women work on heavier machines)
- Plant F      One official claimed equal pay; another official stated rate for women less than that for men.

At Plant G women are paid what appears to be a proportionate wage for unequal work. When it is necessary to have women supervised by a man or several men the total amount formerly paid to men on the same group of machines is divided equally between the women working on these machines and the necessary male supervisors or helpers.

"Women at Plant H are paid at the same rate as the men after they have learned the operation. During the period of training, they receive a flat rate of 35¢ an hour." (Plant Report, Charlotte Hine.)

At Plant I "women are started at 22¢ and 25¢ an hour; foremen receive 35¢. They average \$15 to \$18 on piece work. Men start at 37½¢ to 45¢ per hour. There are no men on a piece work basis." (Plant Report, Amy Hewes.)



Letters showing that the War Department kept no record of the Women's Division of 1917 (which was instrumental in securing Gen. Order. 13 of the army and 18 of the navy) (Both these were printed)

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE  
WASHINGTON

January 5, 1940

December 7, 1939

Miss Mary B. Gilson  
Carolina Inn  
Chapel Hill, N. C.

My dear Miss Gilson:

In reply to your letter dated November 26, 1939 (O.O. 000.71/8749) relative to the women's division during the World War, you are advised that no records have been found that give any definite information on the work of that division.

Mrs. L. H. Printup, the present Welfare Director of the Ordnance Department, says that she remembers Mary van Kleeck very well, but that she has been unable to find information in the war records of her office which define the title or the duties of the division over which Miss van Kleeck had supervision.

The machine used in making bullets is called a swage.

For the Chief of Ordnance:

L. A. Miller

Major, Ordnance Department  
Assistant

(Hand-written by Miss Gilson)

Dear Mary,

For purposes of future reference and "for history's sake," wouldn't it be a good thing for you to find out where the records of the women's work in the Ordnance Department were filed? Regardless of whether you have a set or not, they should be in the Ordnance Department, too, shouldn't they?

M. B. G.



130 East Twenty-Second Street  
New York City

January 8, 1940

Miss Mary B. Gilson  
Carolina Inn  
Chapel Hill, N. C.

Dear Mary:

Thank you for the interesting letter from the office of the  
Chief of Ordnance.

It happens that when I was transferred from the director-  
ship of the Women's Division of the Ordnance Department to the  
Woman-in-Industry Section of the United States Department of  
Labor in July, 1918, Clara Tead became the chief of women's  
work in Ordnance. It was her report which was filed after the  
armistice. The enclosed copy of a letter to her will explain  
itself. I am glad that you have unearthed this situation, because  
certainly such material should be on the record. It is quite  
possible that it is already filed in the Women's Bureau of the  
Department of Labor. You might ask Mary Anderson. I shall of  
course inform her if I deal with the library of the Department  
of Labor in the matter. Laura Thompson is the librarian.

With warm greetings, I am

Faithfully yours,

Mary van Kleeck

MvK:T

January 8, 1940

Mrs. Ordway Tead  
56 Groton Street  
Forest Hills, L. I.

Dear Clara:

I enclose a copy of a letter sent from the office of the Chief of Ordnance to Mary Gilson, in response to her inquiry regarding the Women's Division of the Ordnance Department.

I have a copy of your mimeographed report and also a printed copy of General Orders 13, which, as you will remember, constituted the basis of the work of the Women's Division and of the Industrial Service Section. Have you any idea of whether this material was filed? I think that Mary Gilson's suggestion that we make certain that it is on the record is a good one. Probably the best place to put it on the record would be the library of the Department of Labor; and when I hear from you as to whether you have additional copies which could be transferred to the Department of Labor, I shall be glad to take the matter up.

I wish that I might see you some time soon. Are you ever available for lunch in New York, and in what neighborhood?

With best wishes of the the New Year, I am

Affectionately yours,

Mary van Kleeck

MvK:T



June 29, 1918.

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From: Olga S. Halsey, Supervisor in Women's Branch, Industrial Service Section.

To: Mary Van Kleeck, in charge Women's Branch, Industrial Service Section.

Subject: Methods of Wage Payments.

### I Time Rates.

1. Statement of System.
  - (1) Payment by time consists in payment in proportion to the time expended on the job regardless of output. Wages are commonly given in terms of an hourly, daily, or weekly payments.
2. Basis of determining wage payments.
  - (1) Basis hourly rate is usually set with reference to the prevailing rate of the area. (Hoxie, p. 64.)
3. Uses for which payment by time is adapted.
  - (1) For least skilled operations in which variability of work may make standardization impractical.
  - (2) For most skilled operations in which:
    - a. Quality of work is the supreme consideration.
    - b. Variety of work done makes it impractical to establish piece rates.
  - (3) For work which has not been standardized. (Hoxie, p. 77.)
  - (4) For work which can not be standardized readily. (Hoxie p 77) Preferred by the workers under these circumstances. (Webb, p--.)
  - (5) For emergencies. (Hoxie. p. 77.) ie. when piece worker is hindered from production through fault of management.
  - (6) About 10% of work, according to consulting engineers will be on time basis. (Thompson, p.--.)
4. Defects of payment by time as a system of general wage payment.
  - (1) To employer:
    - a. It gives worker no incentive to increase output. (Hoxie p 62) on
    - b. It puts a premium on soldiering, (Hoxie, p. 62.)
    - c. Failure to reward superior workmen demoralizes good workers. (Hoxie, p. 62.)
    - d. Failure to reward the superior workman in proportion to his ability encourages him to look to trade union action to obtain wage increases. (Gantt, p.--.)
    - e. Close supervision by foremen required to maintain speed under time rate system. (Taylor, p. 99.)

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- (2) To worker:
  - a. Uniform wage regardless of output discourages effort. (Gantt, p. 60.)
- (3) Fundamental defects:
  - a. It fails to reward the worker for increased output, the profit therefrom accruing solely to the employer.
- 5. Advantages of payment by time:
  - (1) To employer:
    - a. It insures greater care and attention from worker.
  - (2) To worker:
    - a. Payment by time removes uncertainty from operator as to the amount of earnings: uncertainty which may cause nervous anxiety detrimental to sustained effort. (Health of Munition Workers, p. 70.)
    - b. When work consists of individual jobs on which piece rates cannot be easily calculated, payment by time prevents exploitation of worker by uncertain guesses as to the time work will take.
  - (3) Fundamental Advantages:
    - a. It is simple to operate.
    - b. The favorable results achieved under suitable environments indicate that where conditions are suitable a fair day's work for a fair day's pay is obtained. (Health of munition Workers, p. 70.)



## II Piece Rate System.

## 1. Statement of System.

(1) Each unit of output is given a fixed price which is calculated with reference to hourly output at the current hour rates.

\* (Worker's wage is the product of the number of units produced and the set price per unit. In practice the worker is sometimes guaranteed the current hourly rate.

## 2. Methods of determining piece rates.

## (1) Determination of hourly output.

a. Hourly output may be determined by one of the following methods:

(a) Estimate of foreman upon basis of his experience.

(b) Careful study of previous output under time payment based upon:

(b1) Output of total workers doing specified operation.

(b2) Output of selected workers doing specified operation.

(b2a) Fastest worker or workers.

(b2b) Good worker or workers.

(b2c) "Average" worker or workers.

(b2d) Total force excluding only new workers.

(b3) Selected period of time.

(c) Output determined on basis not of actual experience but upon basis of what can be done, -ie. time study.

(c1) Factors determining accuracy of time study.

(c1a) Selection of men for time study.

(c1a1) Character of men studied. (Hoxie, p. 47.)

Fast worker.

Good worker.

"Average" worker.

(c1a2) Number of workers studied.

(c1a3) Attitude of workers timed toward time study.

- (clb) Technique of time study man (Hoxie p 47)
  - (clb1) Directions given to workers timed as to speed.
  - (clb2) Number of readings recorded and period of time over which readings taken.
  - (clb3) Accuracy in recording motion times.
  - (clb4) Judgment exercised in discarding low and high readings.
  - (clb5) Methods employed in summing up times for elemental motions to obtain the sum of times for all motions involved in the job.
  - (clb6) Allowance made for machine--speed, setting up, breakdowns, stoppages, etc.
  - (clb7) Human allowances for fatigue, etc.
- (clc) Materials.
  - (clcl) The hardness of materials even of the same name, vary so greatly that some regard it as impracticable to determine even the machine times with exactness.
- (c2) Conditions under which possible output can be determined most accurately. (Hoxie, p. 43.)
  - (c2a) Major part of the time for the job is taken by machine operations; speed of machine, character of materials etc. being the determining factor. These, it is claimed, are the times of human motions constitute a variable even under time study.



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- (c2b) Work which may be standardized because of the constant repetition.
- (c2c) Work in which motions, supply of materials, speed of machines etc. have become standardized, ie. uniformed for all workers engaged in the process.
- (c2d) Observations based over a long period of time to allow for variations due to weather, season of year, variations in supply of materials, etc.
- (c3) Fundamental difficulties in time study.
  - (c3a) Variations in human times.
  - (c3b) Great variety in hardness of metals and of work to be done calls for an endless number of time studies. The great expense of this can be avoided only by adding elemental times on similar work, a method which is likely to prove unsatisfactory (Hoxie, p. 51.)
  - (c3c) The inherent difficulties in time study are illustrated by the great scarcity of time study men generally recognized as able. Results are tempered by the judgment of the time study man.

b. Relative value of methods of determining hourly output.

(a) Foreman's estimate, based upon what has been done, under time system is likely to prove too low; at best it is but a guess.

(b) Under a system of payment by time, records of output are frequently not kept, and if they are, it is probable that they are not sufficiently detailed to yield altogether satisfactory results. Study of past experience indicates merely what has been done under a system in which the incentive to large output is at a minimum; it does not furnish an index of what will be done under piece rates.

(c) Time study, properly applied, largely replaces ignorance by knowledge, and is capable of setting up standards for the worker. (Hoxie, p. 55.)

c. Points to be observed in estimating hourly output.

(a) If records of fast or good workers are taken, due allowance should be made for the average worker.

(b) Observations should be conducted for a sufficient period of time to obtain a fair rate for sustained production.



- c. Adequate allowances should be made for time lost through no fault of the worker, or else arrangements should be made to pay time wages during involuntary waiting.
- d. The system, if it is to produce extra output, should be so simple that it can be explained to the workers in order that they may compute the additional earnings which will accrue from increased effort.
- e. It is sometimes found desirable to guarantee previous day rate whatever the rate of output.

3 Uses for which piece rate system is adapted.

- (1) To increase output (Health of Munition Workers, P 71) on work
  - a. Which involves constant repetition.
  - b. On which the motions of the worker consume a considerable proportion of the time of the job, and on which therefore it is impossible for the worker to cut down the job time through his own efforts.

- c. on which exercise of skill and care is not the dominant requirement, eg. inspection work seems to be paid commonly on basis of time, lest piece rates should increase number inspected at the expense of thorough inspection.
- (2) Consulting engineers estimate that 90% of the workers will will be on bonus, ie. a modified piece rate. (Thompson p.---)
4. Advantages of piece work.
- (1) To employer.
    - a. Production is increased. (Health of Munition Workers, p 71)
    - b. Overhead cost per unit of output decreases due to increased output from same equipment. This saving is considerable since according to Taylor (p 106) the "indirect expense" in most lines of manufacture equals or exceeds the wages paid to workers.
    - c. Labor cost may be reduced by manipulating piece rates so that wage paid per piece is less than under time basis. The increased output under piece rates make it possible to do this while at the same time worker's earnings are greater.
  - (2) To worker.
    - a. Worker is compensated in proportion to his ability, (unless rates are cut).
    - b. Earnings per hour increase with increased production; earnings per unit of output remain stationary (unless cut); total earnings increase.
    - c. Piece rates may be adjusted so as to permit the worker to reap some of the advantages of increased output resulting from improved machinery.



MEMORANDUM

(3) Fundamental advantages.

- a. Output is increased.
- b. Worker is rewarded in proportion to his ability.

5. Disadvantages of piece rates.

(1) To employer.

- a. Frequently the profits from time saved go entirely to the worker so that the employer fails to profit by a reduced labor cost per unit of output.
- b. It is sometimes claimed that employer fails to benefit from shop improvements which have helped to make increased speed possible.
- c. The difficulties of accurately determining in advance the hourly output and therefore the appropriate piece rate may result in paying unnecessarily high hourly payments.
- d. This, together with the desire of the employer to profit from the time saved by his workers, may lead to piece rate cutting. (Halsey, p. 756.)
- e. Piece rate cutting leads employees to believe that regardless of output, they will never be allowed to earn more than a specified sum (determined upon by employer.) This leads to systematic limitation of output by the workers in order to protect the piece rates. (Gantt, p. 74; Taylor, p. 1351.) In practice this situation has proved so serious that Ship-building Labor Adjustment Board and British Munitions Act have had to give guarantees that piece rates would not be cut.
- f. Guarantee of day rate to those who fail to earn more than day rates is disadvantageous. (Health of Munition Workers, p. 79.)
  - (a) It offers no incentive to workers who fail to come up to standard.
  - (b) It increases labor cost per unit of output for all articles made below standard.

(2) To Worker.

- a. Worker commonly reaps no payment for decrease in overhead expense effected by his increased exertions.
- b. Piece rates are frequently cut so that regardless of effort expended or output achieved the total earnings may be the same. In the case of slow workers earnings may be less. Earnings cease to bear a direct relation to effort.
- c. Piece rates on other than standard products can not be accurately estimated.
- d. Workers may be exploited under piece rates set by time study.

(3) Fundamental Defects.

- a. System fails to provide for just distribution of increased output between employer.
- b. Piece rates are only practicable where cost of operation is known in detail. (Halsey, P. 757)
- c. Piece rates are practicable only where work involves constant repetition.



III CONTRACT SYSTEM.

## 1. Statement of system.

Jobs are assigned to foremen at a stipulated price (i.e. piece rate) allowing him to employ and to pay his own workmen, the company furnishing the equipment. The company sees that workers thus employed receive prevailing rate of wages, but leaves to the foreman the distribution of his profits as a bonus to his workers. (Evans, p. 102)

## 2. Basis of determining contract price.

Contract price determined by previous experience on similar jobs. (Evans, p. 103)

## 3. Uses for which contract system is adapted.

Large jobs requiring considerable amount of routine work of such a nature that the foreman can supervise.

## 4. Advantages of contract system.

## (1) To employer.

a. The time on job is likely to be reduced because

(a) Contractor knows the ability of his men  
(Evans, p. 102)

(b) Share in profits, gives the men an incentive, (Evans p. 102)

(c) Profit furnished an incentive to contractor. (Evans p. 102)

## (2) To workers

## (3) Fundamental advantages.

Output is increased.

## 5. Disadvantages of contract system.

## (1) To employer.

(a) Contractor, being virtually on piece rate, may soldier and prevent cutting contract price on next job.  
(Evans, p. 103)

## (2) To workers.

(a) Contractor virtually on piece rate sets the pace accordingly; workers have to follow, although they may be paid hourly rates. A device to get piece rate output from a group in return for piece rate payments to the leader. (Hoxie p \_\_\_\_)

## (3) Fundamental Defects.

(a) There is no accurate knowledge of what the job should cost. (Evans, p. 103)

(b) System does not provide for determining what the job should cost. (Evans, p. 103)

(c) Workers are not compensated in proportion to increased exertions.

IV      PREMIUM SYSTEM

1. Statement of system.

Premium system aims at a division between employer and worker of the savings due to increased production of the worker.

2. Method of calculation.

(1) Halsey system.

"The time required to do a given piece of work is determined from previous experience, and the workman, in addition to his usual wages, is offered a premium for every hour by which he reduces that time on future work, the amount of the premium being less than his rate of wages." Making the premium less than the rate of wages is the foundation upon which the system rests, for by it the employer is enabled to reap part of the profits of the time saved per unit of output. The determination of the percentage of wages which premium is to be is a matter of judgment; where the work is laborious a liberal premium will be necessary to induce the worker to make the extra effort. The system aims to give just enough to offer an incentive to the worker to extra effort. In view of the fact that employer benefits from decreased labor cost as well as lessened overhead, it is claimed that there need be no hair splitting over the amount of the premium; that the employer can afford to be generous. (Halsey pp. 760-761.) Experience has shown that it is necessary to offer a premium of from 30-60% of day wages. (Thompson p. 122.) This enables the employer to benefit by 70-40% of the time saved.

The effect of the system is such that the hourly earnings of worker increase; the piece rate for output on premium rate is uniformly less than the rate per unit on day rate. The effect of this is to diminish steadily the piece rate for the entire output as output increases. For illustration take 5 articles as the standard, paid for at the rate of \$1 for 10 hours; and suppose a premium of 10% ( $\frac{1}{10}$  day rate) has been established for each article in excess of ten. The following table illustrates the lowered piece rate but the higher hourly rate for the total output under premium system.

<u>Articles produced.</u>	<u>Piece rate.</u>	<u>Hour rate.</u>
5	\$ .20	\$ .10
6	.183	.109
7	.171	.119
8	.162	.129
9	.155	.139
10	.15	.15

When output has increased 100%, hour rates increase 50% and piece rates have decreased 25%.



(2) Rowan system.

Time required for a job is estimated on basis of previous experience; profits accruing from any saving of time are divided between employer and worker in accordance with following formula;

$$\text{Rowan premium equals } \frac{\text{Time taken} \times \text{time saved}}{\text{Time allowed}}$$

Ie. if 100 is time allowance, and job is done in 80 hours, the saving is 20 hours. Premium is 20% of actual hours taken; ie. 20% of 80 equals 16; ie. 96 hours pay for 80 hours work. (Thomson, pp. 20,22.) On the other hand 100 hours work has been done for which the employer pays at the rate of 96.

The effect of taking as a premium the percentage of time saved upon time actually worked gives the worker a generous premium until the saving in hours reaches 50%; from that point on the premium is less than in the Halsey plan. Moreover, hour rates, no matter how great the saving in time may be, will never be more than twice the original basic hourly rate.

It is urged that objection to the Rowan system on the grounds of its "poor half" is academic, since in practice output is seldom increased more than 50%, and poor half, therefore, is seldom applied. On the other hand it is pointed out that this "poor side" safeguards the employer from paying too high a premium as the results of mistaken calculations. (Thomson p. 35.)

The accompanying table brings out the divergencies among piece rate, Halsey and Rowan premium systems.

COST OF JOBS IN HOUR AND WAGES IN TIME RATES OF MEN

	0	10	20	30	40	50	60	70	80	90	100
TIME SAVED-HOURS	0	10	20	30	40	50	60	70	80	90	100
TIME TAKEN-HOURS	100	90	80	70	60	50	40	30	20	10	0
Piece work	100	100	100	100	100	100	100	100	100	100	100
Halsey	100	95	90	85	80	75	70	65	60	55	50
Rowan	100	99	96	91	84	75	64	51	36	19	0
Piece work	1	1.11	1.25	1.42	1.66	2.	2.5	3.33	5.0	9.0	Infinity.
Halsey	1	1.05	1.12	1.23	1.33	1.5	1.75	2.16	3.0	5.5	"
Rowan	1	1.10	1.2	1.3	1.4	1.5	1.6	1.7	1.8	1.9	2

*Cost of job in hours.*

*Man's time rate per hour.*

Thomson, "Rowan Premium Bonus System" pp. 23,27.



3. Uses for which premium system is adapted.

- (1) Where accurate records of previous output are not available bonus system is preferable to piece rate system because results of any error in setting bonus time are divided between employer and worker.
  - a. Rowan system, with its limit upon hourly rate and its rapidly diminishing piece rate after output has increased 50%, tends especially to guard the employer from failure to profit if time above which a premium is paid has been set too low. (Thomson, p. 35.)
- (2) Premium system is preferable to piece rates when work does not involve constant repetition and where, therefore, times cannot be exactly determined. (Thomson p. 55.)
- (3) Premium system can be introduced without the aid of an expert since premium is determined upon basis of previous output. (Evans, p. 107.)
- (4) Change from day rate is an easy one. (Halsey p. 761.)
- (5) Change from day rate does not involve a reorganization of bookkeeping system, merely an addition to it. (Halsey p. 761)
- (6) Useful as a transitional stage between day and piece rates.

4. Advantages of premium system.

- (1) To employer.
  - a. It affords an incentive to the worker to increase output. (Halsey p. 760.) The "good half" of the Rowan system offers greater inducements than Halsey 50-50 system. (Health of Munition Workers, p. 82,83.) But (see below) for danger of limitation.
  - b. Halsey system is so simple that workman can readily understand its operation and be encouraged to greater output.
  - c. It decreases labor cost per unit of output; under the Halsey 50-50 system half the gains of increased production accrues automatically to the employer.
  - d. Employer reaps entire benefit from increased overhead expenses. (Babcock p. 95.)
  - e. The decreasing labor cost per unit resulting from production above premium time minimizes the incentive to cut piece rates. (Halsey p. 760.) The incentive is even less under the Rowan system in which any great discrepancy will come under the "poor half" of the system. (Thomson, p. 35.)
  - f. If premium rates are not cut, workmen will not soldier as they do under piece rates. (Taylor p. 1355.)
  - g. Decreasing labor and overhead costs with increased output furnishes an incentive to employer to improve shop methods as an aid to increased output. (Thomson p. 17.)



(2) To Workers.

- a. Worker is guaranteed his time rates (Thompson p.31)
- b. Unlike time rates, worker receives extra compensation for increased output, resulting in a greater hourly rate.
- c. Incentive to employer to cut piece rates is minimized.
- d. Saving to employer in decreased labor and overhead costs affords an incentive to employer to improve shop methods in order to further increased production. (Thomson, p. 17)
- e. Halsey system is simple, so that worker can estimate the payments he ought to receive, thus checking the employer.

(3) Fundamental advantages.

- a. It avoids the difficulties inherent in determining exact time necessary for piece rates, and at the same time increases compensation with increased output.
- b. It is easily installed on basis of past records.
- c. It increases output.

5. Disadvantages of Premium system.

(1) To employers

- a. The absence of any accurate information as to the time which a job should take may result in calculating premium payment upon soldiered time. (Taylor, p. 1355)
- b. The absence of precise information offers a special incentive to soldier on new work in order that a generous time allowance may be set. (Taylor, P. 1355)
- c. The "poor-half" of the Rowan system may cause workers to limit output to not more than 50% increase, (Health of Munition Workers, p82, 83)
- d. Effects in reducing costs are dependent upon the pace set by the worker, so that cost reduction is slow and irregular. (Taylor, "A Piece Price System", p 103.) For this reason the maximum production is probably not obtained.
- e. System offers no incentive to those who are producing below the time allowance.

(2) To worker

- a. Piece rate per unit of output decreases with increased output under both Halsey & Rowan system.

- b. Hourly wages does not increase in full proportion to increased output.
  - (a) Under Rowan system worker can never more than double his basic hourly rate.
  - (b) Under Halsey system hourly rate increases by only one-half of the increased output.
- c. Worker is not assured of any share in the saving in overhead resulting from his increased exertions.
- d. Piece rates diminishing with increased production gives the employer a special inducement to weed out slow workers. (Hoxie, p. 83)
- e. In practice, premium may be based upon a low day rate, and the employer may rely upon premium payments to bring wages up to prevailing standard.

(3) Fundamental defects.

- a. Diminishing piece rate does not reward the worker in exact proportion to his increased exertions.
- b. Worker does not receive the full benefit of his increased production.
- c. Worker does not receive any share in saving on overhead effected by his increased efforts.



V Bonus System.

1. Statement of system.

The principle of the bonus system, as developed by H.L. Gantt, closely resembles the premium system, with the difference that the time allowance above which a bonus is paid is determined, not on the basis of previous experience, but on the basis of what can be done. Bonus is paid for time saved on the "standard time", - i.e., the time in which the work can be done. The system established a task and rewards those who exceed the task set.

2. Method of calculation.

a. Gantt system.

Time study used to determine standard time. See Piece Rates for a discussion of the factors which enter into the accuracy of time study. Bonus of 30% of day rates for all time saved is paid to those who do work in less than standard time; day rates paid to those who fail to achieve standard time. (Emerson, "Comparative Study of Wage and Bonus Systems, " p 12.)

b. Emerson system.

Time study used to determine standard time. Bonus payment made to all who are but 66 2/3% efficient, as measured by standard time. Bonus rate low for low efficiency but increased more rapidly as 100% efficiency or standard time is attained. Basic hour rate guaranteed, irrespective of output. Hour rates are those prevalent. Accompanying table shows rate of bonus payments.

Simplified Emerson Bonus Table.

<u>Efficiency Percent.</u>	<u>Bonus Percent.</u>
67-71.09	0.25
71.10-73.09	0.5
73.10-75.69	1.
75.70-78.29	2.
78.30-80.39	3.
80.40-82.29	4.
82.30-83.39	5.
83.90-85.39	6.
85.40-86.79	7.
86.80-88.09	8.
88.10-89.39	9.
89.40-90.49	10.
90.50-91.49	11.
91.50-92.49	12. etc.

(Emerson, "Efficiency as a Basis for Operation and Wages," p 219.)

Above 100% efficiency each increase of 1% efficiency carries 1% bonus in addition to bonus for efficiency above 66 2/3%.  
The accompanying table presents bonus increases.

<u>Efficiency Percent</u>	<u>Hourly Rate of Wages.</u>
66 2/3	20
90	22
100	24
110	26
120	28
130	30
150	32

(Emerson, "Comparative Study of Wage and Bonus Systems," p 14.)

3. Uses for which task and bonus system adapted.

- (1) Introduced by scientific managers as a transitional stage between day and piece rates. (Taylor, p 1376.)
- (2) Used by scientific managers where the penalty feature of Taylor differential piece rate is not desired. (Taylor p 1376)
- (3) Useful where the work does not involve constant repetition.

4. Advantages of task and bonus system.

(1) To employer.

- a. Set task stimulates workman, counteracting the incentive under piece rates to slow down to pace of slower workers. (Taylor, p -----)
- b. Gantt system is so simple that it can be readily understood. System brings out clearly the difference between the good and poor worker. (Taylor p-----)
- c. Maximum output is more likely to be attained than under day rates; Halsey or Rowan premium systems.
- d. Emerson system offers an incentive to the worker who does not come up to standard.
- e. Labor cost per unit of output diminishes under Gantt bonus of 30%.
- f. Increased output from same equipment diminishes overhead cost.

(2) To worker.

- a. When Gantt and Emerson systems are liberally administered they are advantageous both to slow and to rapid workers (Hoxie p. 70)
  - (a) Gantt and Emerson plans guarantee day rates to those who fail to come up to standard.
  - (b) Emerson plan provides payment above day rates for workers more than 66 2/3% efficient.
- b. Gantt system is simple, enabling worker to check employer.



(3) Fundamental advantages.

- a. Emerson system gives worker who does better than standard time the full benefit of his increased output, thus giving a greater measure of justice than any other system of premium or bonus payment. (Note, however, the discrepancy in practice caused by lower bonus rate below 100% efficiency.)
- b. Emerson system provides an incentive, though slight, for workers below the standard.
- c. Higher bonus rate for more rapid workers is economically sound since more rapid workers effect greater reductions in overhead expense.

5. Disadvantages of task with bonus system.

(1) To employer.

- a. Since both Gantt and Emerson systems are based upon time study they can be introduced only by an expert.
- b. Gantt system offers an incentive only to worker who can do his work in less than standard time. (Emerson, "Comparative study of Wage and Bonus Systems," p. 12.)

(2) To workers.

- a. Hourly rates under both Gantt and Emerson systems do not increase in proportion to output. For example under Emerson system (notwithstanding 1% bonus for each 1% increased efficiency above 100% efficiency) 66 2/3% efficiency receives 20% an hour while an efficiency of 130% (an increase of more than 100% in efficiency) receives about 30% an hour, -i.e. a 50% increase in hourly rates.
- b. Piece rates diminish with increased output as under premium system.
- c. Employer reaps the entire saving in overhead expense.
- d. System plainly marks the slow workman while the reduced labor cost per unit of output gives the employer a financial incentive to weed out slow workers. (Hoxie p 67.)
- e. In practice, standard time often is set so high that but few workers benefit from the bonus. (Thompson p 78.)

(3) Fundamental defects.

- a. Jump in payment above and below standard time does not constitute payment in exact proportion to efficiency. (Hoxie p 70)
- b. Diminishing piece rate does not reward worker in proportion to his increased exertions.
- c. Gantt system gives the worker the benefit of only a portion of his time saved.

VI

Taylor Differential Piece Rate System.

1. Statement of system.

Taylor system of differential piece rates pays piece rates, the rate per unit of output being higher for high hourly output. Thus two workers, doing same work, will be paid different piece rates, the more rapid worker being paid more per piece than the slow worker who works in less than standard time. The system thus provides a powerful stimulus to increased output because of the higher piece rate for high output and because of the low piece rate which becomes a penalty for low output.

2. Method of calculation.

Differential piece rate should be adopted only after process has been standardized, (Taylor, "Shop Management," p. 1376.) i. e. machine speeds, tool adjustment and motions should be uniform. Output per hour is calculated upon basis of careful time studies, and upon this basis a "standard time" i. e. a time in which the work can be done, is adopted. For work done in more than standard time, a low piece rate is paid; for work done in less than standard time, a higher piece rate is paid. (Hoxie, p. 66.)

3. Uses for which system adapted.

- (1) Useful for repetition work. Note that where work varies from day to day the pressure is likely to prove too severe. (Taylor, "Shop Management," p. 1376)
- (2) Especially useful for work on which maximum output is desired. (Taylor, "Shop Management," p. 1376)

4. Advantages.

- (1) To employer.
  - a. Differential piece rate system is a greater stimulant to output than task with bonus or premium system, because it not only rewards the industrious, but penalizes slacker as well. (Taylor, "Shop Management," p. 1376.)
  - b. Differential offers an incentive to both the slow and rapid worker. (Health of Munition Workers' Committee, p. 79.)
  - c. Differential piece rate in Midvale Steel plant has doubled, and in some instances has trebled output. (Taylor, "A Piece Price System," p. 119.)



- d. System gives the good worker an opportunity to earn high wages; the effect of this in Modvale plant was that the best men refused to join the union because it would have meant a lowering of their rates. (Taylor, "A Piece Price System," p. 125.)

(2) To worker.

- a. Unlike any system studied, the wages of the rapid worker are more nearly commensurate with the savings he effects for the managements.
- b. Increased output means not only increased hourly rates but increased not decreased piece rates.
- c. The high piece rate offers great temptations to cut piece rates if any error in favor of the worker has been made. (Health of Munition Workers, p. 79)

(3) Fundamental advantages.

- a. The system is economically sound in paying a higher piece rate to the more rapid workers who effect greater savings in overhead cost.

5. Disadvantages.

(1) To employer.

- a. System can be applied only in consultation with experts.
- b. System entails complicated bookkeeping.

(2) To worker.

- a. System exerts very strong pressure to speed up.
- b. System makes dividing line between slow and rapid worker more marked than in other systems.
- c. If standard time is set too low, low piece rate exploits the worker.

(3) Fundamental defects.

- a. System does not guarantee to worker a share in the saving on overhead expense attributable to workers efforts.

## Differential Day Rate System.

### VII

#### 1. Statement of system.

The plan devised by Valentine, Tead and Gregg, classifies the workers upon the basis of output into three groups, "A" "B" "C", each group having a standard of weekly production which must be maintained over a period of time, - say three months. Weekly wages, varying between the groups, are then paid. Variation in wages may be made (1) directly proportional to the variation in average output, or (2) variation may also recognize a higher piece rate as the output increased, - a principle applied in the differential piece rate system. Any group "A" worker who fails to produce over a specified number of weeks in a set period the output required of group "A" is demoted at the expiration of the period to group "B". If his record shows that he has produced at "A" rate over a specified number of weeks in a set period he is then promoted from group "B" to group "A" at the expiration of the set period.

#### 2. Method of calculation.

Piece rates upon which weekly wages are set should be established preferably as the result of time study. In calculating weekly wage, it is possible to take into consideration spoilage, quality of work, and attendance, -- the latter by requiring that at least 15% of the weeks output must be done each day.

#### 3. Purposes for which system is adapted.

- (1) Work on which it is desired to give the stimulus usually afforded by piece rates.
- (2) Work on which there are slight variations in speed due to changes in material; and on which payment at a given production level makes it unnecessary to determine piece rates for each material.

#### 4. Advantages.

- (1) To employer.
  - a. It provides the same incentive given by piece rates, - ie. increased compensation.
  - b. It simplifies work on payroll in comparison with piece rate payments.
  - c. Better efficiency can be obtained by setting day rates in accordance with work done than to establish piece rates upon basis of foremen's estimates. The tone of the shop is also better. (Gantt, pp 63, 64)



(2) To worker.

- a. Pressure of piece rates is relieved by uniform payment for production within a specified range.
- b. System places emphasis upon sustained production.
- c. Worker is assured weekly of a definite sum which is changed only at time of periodic revisions.

(3) Fundamental advantages.

- a. Payment in proportion to output is obtained without resorting to pressure of piece rates.
- b. Wages of a worker are determined upon the basis of sustained production.
- c. Wages may be so calculated as to give the worker
  - (a) The full benefit of his increased production.
  - (b) A share in the saving on overhead effected by increased production.

5. Disadvantages.

(1) To employer.

- a. Worker who finds he cannot reach group "A", may soldier, aiming to produce merely the minimum required for group "B".

(2) To worker.

- a. Worker who almost but does not quite reach group "A" is paid merely "B" rate."

*Olga S. Halsey*

OLGA S. HALSEY  
Supervisor in Women's Branch,  
Industrial Service Section.

OD2854



*Miss Van Kleeck*

To

*397*

ATTACHED HERETO ARE PAPERS

PLEASE

*Women in Invention plants*

BRANCH 1094

MONTH	DAY	HOUR

CLARA M. TEAD  
WOMEN'S BRANCH  
INDUSTRIAL  
SERVICE SECTION



OPERATIONS PERFORMED BY WOMEN ON 155 m/m SHELLS.

PLANT	LOCATION	DATE	PRODUCT	OPERATIONS	RATES
Russell Motor Car Co.	Buffalo, N. Y.	Aug. 31.	Detonating Fuse. Mark II (striper rods and 4 brass parts). Adapters and Booster casings 155 m/m Mark III.	1. Soldering fuse sockets 2. Drills and turret lathes. 3. Inspection. (bench and off machine).	<u>Bench Inspection.</u> 1st shift \$10.54 per 2nd " - .37 <sup>1</sup> / <sub>2</sub> wk. ----- 25¢ per hour. <u>Off Machine</u> 1st shift - \$11.69-42 <sup>1</sup> / <sub>2</sub> hr 2nd shift - \$10.31-37 <sup>1</sup> / <sub>2</sub> hr ----- <u>Government Inspector.</u> 44 hrs. - \$15.00
American Brake Shoe & Foundry Co.	Erie, Pa.	June 1.	155 m/m Howitzers 155 m/m shells 9.2" shells	No Women employed up to June 1. Employment pending.	-----
Tacony Ordnance.	Tacony, Pa.	Sept. 25.	155 m/m Gun Forgings	1. Light electric traveling cranes in Machine shop - 5--10 tons. 2. Band Saw operators (watch work set up by men) 3. Pyrometer Readers (no men on job. Would have to pay helper 45¢) 4. Operators on small hacksaws for cutting out test pieces.	37 <sup>1</sup> / <sub>2</sub> ¢ = start 42 <sup>1</sup> / <sub>2</sub> ¢ = Nov 50¢ = experienced  37 <sup>1</sup> / <sub>2</sub> ¢  30¢ to start 37 <sup>1</sup> / <sub>2</sub> ¢ = Nov 45¢ = experienced
Winslow Bros.	Chicago, Ill.	June 19.	155 m/m Howitzer Steel Shells-	1. Shell rolling 2. Tool grinding 3. Trimming) copper 4. Basing ) bands.	Women very unorganized up to June 19.



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HLB/eme 383

October 18, 1918.

INDUSTRIAL MANAGEMENT

- Cost Accounting To Aid Production. Present cost accounting methods in retarded state of development. Defects and absurdities of established accounting methods. Reasonable requirements of a cost system. Graphs and charts. G. Charter Harrison. Industrial Management, October 1918. 1.
- Time Studies For Rate Setting. Detailed description of method of establishing unit rates for various operations in boring mills. Industrial Management, October 1918. 2.
- Simple Drafting Room Methods. Simple index card system for keeping track of work in the drafting room. G. F. Hamilton. Industrial Management, October 1918. 3.
- Inspection And Quality Control. Advantages of inspection direct and indirect. Need for standards. Organizing an inspection system. Specialized knowledge required. F. E. Merriam. Industrial Management, October 1918. 4.
- Mastering Power Production. Principle of essential cost and use of standard cost. Walter N. Polakov. Industrial Management, October 1918. 5.
- War-Time Methods of Training Workers. The urgency of the war has developed the so-called "vestibule" system of training workers. Remarkable results obtained in short time. Factory, October 1918. 6.



373

OCT 10 A.M.

Ordnance Department

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October 7, 1918

LABOR

TRADE UNION WOMEN'S CONFERENCE

Trade Union Women's Conference, called by Department of Labor, protests against night work by women on Government contracts, demands an 8-hour day and calls for equal pay for equal work. (Wash Post, Oct. 7).

LABOR DILUTION

Women are substituted for men in lumber industry in Texas. (N. Y. World, Oct. 7).

Ohio women substituted for men in pottery works. (N. Y. Herald, Oct. 6).

LABOR RECRUITING

Women enlist for service in powder packing plant at Seven Pines Virginia. (N. Y. Herald, Oct. 6).

Secretary Lane telegraphs to all State Councils of Defense requesting aid in finding men for work in munition plants. (N. Y. Times, Oct. 7).

U. S. Employment Service asks for 1500 men for construction work on Mays Landing, N. J. project. (N. Y. Sun, Oct. 6).

U. S. Army to recruit 10,000 men in Philadelphia for a variety of mechanical employments with army. (Phila. Public Ledger, Oct. 6).

CASUALTIES AT GILLESPIE PLANT

Estimates of killed at Gillespie Plant vary from 60 to 94; injured, 150. (Washington Post, Oct. 7).

THE 8-HOUR DAY

Organized labor wants 8-hour day not because of higher wages, but for health conservation; Steel Corporation's basic 8-hour day does not conserve health, says A. J. of L. Scotty Morrison. (E. Y. Call, Oct. 7).

LABOR ENJOINED

United Shoe Workers of America are enjoined from inciting strikes against Rosenwasser Plant, "for the duration of the war" (N. Y. World, Oct. 6).

OPEN SHOP

Telegraph and telephone systems not to distinguish between Non-union and Union employes, says Postmaster General, Burleson. (N. Y. Tribune, Oct. 7).

11.

STRIKE NEARS END

Three-day strike of 3,000 street car men in Buffalo expected to end soon. (Baltimore Sun, Oct. 6).

12.

WALTER A. FRASER





362  
OCT 3- A.M.

WAR DEPARTMENT

CMC/cmr

TO INSURE PROMPT ATTENTION  
IN REPLYING REFER TOOFFICE OF THE CHIEF OF ORDNANCE  
WASHINGTON

No. \_\_\_\_\_

ATTENTION OF \_\_\_\_\_

September 30, 1918.

Miss Mary Van Kleeck,  
Director, Women in Industry,  
U. S. Department of Labor,  
Washington, D. C.

Dear Madam:

Subject: Information on availability of students  
trained at Mt. Holyoke College.

1. I am directed by the Chief of Ordnance to reply to your letter of September 26, regarding availability of students trained at Mt. Holyoke College, and to give you the following information received from Miss Burhot, Secretary to Dr. Mann:

Eleanor Reilley, 39 Stetson St., Brookline, Mass., is at present permanently employed in Tennessee.

Mrs. Wintie Ruby, of Harrisburg, Va., is now at 5822 Morris St., Germantown, Philadelphia, Pa., and is at present available for a position.

Caroline Bengtson, 1201 E. 60th St., Chicago, is at present teaching at the Wendell Phillips High School, 39th St., and Prairie Ave., Chicago, Ill.

Edith Dudley, 41 Charlton St., New York City, is at present with the Women's Branch, Philadelphia, Pa.

Elizabeth Fennessy, 25 Decatur St., Boston, Mass., is not available. She is at present doing scientific work near Boston, and does not care to leave the Boston District.

Edna Merrill, 1536 N. Leavitt St., Chicago, Ill., is employed here in Washington in the Women's Branch.

Mary Hernan, 122 Boston Ave., West Medford, Mass., is now with the Women's Branch, Washington, D. C.

Claire E. O'Connor, 240 Maple St., Holyoke, Mass., is now with the Women's Branch, Washington, D. C.

To Miss Mary Van Kleeck - 9/30/18

CMC/cmr

Marie Wright, 38 Central Ave., Waterbury, Conn., is at present employed with Westinghouse, Pittsburgh, Pa., as Supervisor of Women.

2. Miss Burhot also gave information on the following students:

Elsie Frank, 177 Third St., Troy, N. Y., trained particularly on the chemical side of health work, is waiting for a position under Dr. Lee; also considers a position with Cheney Silk Mills. Very capable. Wants to be in Washington.

Virginia Hawkins, 356 Union St., Brooklyn, N.Y., is interested in health work on the recreational and physical training side. Extremely efficient and is quite anxious to come with the Women's Branch.

Gaye Harris and Mildred Merrill are at present working in Woodbury Loading Plant on machines. They will be available at any time. Their address is U. S. Government Reservation, Westville, N. J.

Mrs. S. K. Doherty, 145 Josephine Ave., Detroit, Mich., is one of our ablest women. Was offered a position by Dupont, but refused because she wanted to be near Detroit.

Respectfully,

B. H. Gitchell,  
Major, U. S. A.,

Clara M. Tead

By: Clara M. Tead,  
Director, Women's Branch,  
Industrial Service Section,  
Production Division.

HAMMERMILL  
BOND



September 26, 1918.

Mrs. Clara M. Tead,  
Women's Branch, Industrial Service Section,  
Ordnance Department,  
Washington, D. C.

My dear Mrs. Tead:

Is the Women's Branch of the Ordnance  
Department keeping track of the students trained at Mount  
Holyoke College last summer for positions as health officers?  
Some time ago Miss Bruyn sent me a list of the students, and  
on the basis of the information given I should be glad to have  
further information about the availability of the following:

- Eleanor Reilly , 39 Stetson Street, Brookline, Massachusetts.
- ~~Wahjibaby~~ ~~Wahjibaby~~, Harrisburg, Virginia.
- Caroline Bengtson, 1201 East 60th Street, Chicago.
- Edith Dudley, 41 Charlton Street, New York City.
- Elizabeth Fennessy, 25 Decatur Street, Boston.
- Kena H. Merrill, 1536 North Leavitt Street, Chicago
- Mary Hernan, 122 Boston Avenue, West Medford, Massachusetts.
- Claire E. O'Connor, 240 Maple Street, Holyoke, Massachusetts.
- Marie Wright, 38 Central Avenue, Waterbury, Connecticut.

Mary Van Kleeck, Director,  
Woman in Industry Service.

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WAR DEPARTMENT

OSH/mei

OFFICE OF THE CHIEF OF ORDNANCE *Department*

WASHINGTON

TO INSURE PROMPT ATTENTION  
IN REPLYING REFER TO

No. \_\_\_\_\_

062.2

ATTENTION OF \_\_\_\_\_

288

August 29, 1918.

*Request for publication*

Miss VanKleeck,  
Women in Industry Service,  
United States Department of Labor,  
Ouray Building, 8th & G Streets,  
Washington, D. C.

My dear Miss VanKleeck:

Subject: Literature.

1. I am directed by the Chief of Ordnance to request you to kindly forward to us for the use of our field representatives, an additional twelve copies of the leaflet entitled Women in Industry Service.

Very sincerely yours,

*Olga S. Halsey*

Olga S. Halsey,  
Supervisor in Women's Branch,  
Industrial Service Section.



O.O. WAR DEPT.  
ADM. DIVISION

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August 29, 1918.

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Very sincerely yours,

Olga S. Halsey,  
Supervisor in Women's Branch,  
Industrial Service Section.



Mrs Anderson  
Show me anything  
to say on this  
subject which  
could be sent  
to all the  
districts. ?

MVK

9/24/18

To insure prompt attention,  
in replying refer to

ORDNANCE DEPARTMENT  
OFFICE OF ORDNANCE DISTRICT CHIEF  
19 PORTLAND ST., BOSTON  
PRODUCTION DIVISION

362  
*Miss Anderson*  
*Allen*

August 15, 1918.

From: Clara M. Tead, Acting Director, Womens Branch,  
Ind. Service Section.

To: Mary Van Kleeck, Chief, Womens Division, Labor Dept.

Subject: Procedure in case of reporting strikes or  
discharge of employees for Union activities.

1. A recent conference with Miss May Peake, organizer for the International Machinists Union, emphasizes the necessity of having some clearly understood method of procedure to be followed by the various government departments and government officials when reports are made that certain employees have been discharged because of union activities.
2. This matter is very closely related to the whole question of procedure in handling strikes in which the employment of women is a factor. I told Miss Peake that I thought this matter was receiving your attention and that there would be instructions sent out very shortly, to all of the various branches dealing with questions concerning the employment of women, as to the authorized procedure and handling of matters involved.
3. I hope we may talk further on this matter on my return to Washington Monday next.

*Clara M. Tead*  
CLARA M TEAD,  
Acting Director,  
Womens Branch, Ind. Service Sec.  
Ordnance Dept.



August 15, 1918.

From: Clara M. Tead, Acting Director, Womens Branch,  
Ind. Service Section.

To: Mary Van Kleeck, Chief, Womens Division, Labor Dept.

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CLARA M TEAD,  
Acting Director,  
Womens Branch, Ind. Service Sec.  
Ordnance Dept.

August 20, 1918

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

Acting Director, Women's Branch.



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Ordnance Department

DG/zlk

ADMINISTRATION DIVISION  
REFERENCE LIBRARY BRANCH  
Press Clipping Unit

p 7

PLANTS

General

Industrial growth of Long Island City due to war work. New York Herald, August 18.

Big explosion in Dobbs Ferry Plant making acids for the Government. New York Call, August 21.

The citizens of Cumberland, Maryland pay \$80,000 for land near new cellulose plant. Will use it for building lots. Baltimore Sun, August 25.

Ordnance contractors to meet each week. Philadelphia District of U. S. Army Ordnance Department wants exchange of ideas of men doing war work. Philadelphia Record, August 18.

Chief of Cincinnati National Headquarters of War Industries Board sends the names of several factories in his district which might be converted for the manufacture of Colt Automatic Pistols. Cincinnati Inquirer, August 17.

Explosion at the Pennsylvania Trojan Powder Co. Plant. Chattanooga News, August 14.

New Plants

Further description of "Old Hickory" at Jacksonville, Tennessee, by Frederick M. Kerby. New York Call, August 22.

Pictures and description of Baltimore's new Cartridge Plant where one million cartridges a day will be manufactured for Ordnance Department. Baltimore News, August 11.

Description of Seven Pines Plant which, when completed, will be the largest munition packing plant in the world. Richmond Times Dispatch, August 18.

Description of New Jersey shell loading Plant. Committee on public information. American Machinist, July 18.

Contracts and Orders

Columbus, Ohio wants bayonet contracts. Columbus State Journal, August 16.

*Label not in*  
DG/zlk

PLANTS (Cont'd)

P 7

Proposals invited for helmets. Springfield Ohio News, August 15.  
Michigan asked to give information as to facilities for forgings.  
Detroit News, August 15.

Machine Tools

South America making inquiries for machine tools in Cincinnati  
market. Cincinnati Inquirer, August 16.

Committee on machine tools created under French Ordnance Depart-  
ment. Bulletin des Usines de Guerre, July 1.



Miss Van Kleeck

DO/211

P 7

REMARKS (Cont'd)

Proposals invited for Belmont. Springfield Ohio News, August 18.  
Michigan asked to give information as to facilities for foraging.  
Detroit News, August 18.

Machine Tools

South America making inquiries for machine tools in Cincinnati  
market. Cincinnati Inquirer, August 18.  
Committee on machine tools created under French Ordnance Depart-  
ment. Bulletin des Usines de France, July 18.

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April 30, 1919

Mr. Payson Irwin, Chief  
Industrial Service Section  
Office of the Chief of Ordnance  
Washington, D.C.

My dear Mr. Irwin:

Thank you for sending us the report of the  
Women's Branch of the Ordnance Department. I greatly  
appreciate the opportunity to go over this material.

I am enclosing a formal acknowledgment to  
the Executive Section.

Sincerely yours,

Mary Van Kleeck, Director  
Woman in Industry Service

MVK/LL  
1 incl



September 25, 1918.

Mrs. Clara M. Tead, Director,  
Women's Branch, Ordnance Dept.  
Washington, D.C.

My dear Mrs. Tead:

I have not acknowledged the copies of  
your weekly reports. Please let me thank you for  
them heartily, as they are of great interest to  
us in keeping us informed of your work.

Sincerely yours,

Mary Van Kleeck, Director  
Woman in Industry Service.

MVK/AL

*For these reports see - Weekly report  
file.*

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September 13, 1918.

Major B. H. Gitchell, Chief  
Industrial Service Section,  
Ordnance Department,  
Washington, D.C.

War Report

Dear Major Gitchell:

It would be a privilege to speak at the conference of district representatives of the Industrial Service Section. Unfortunately I am obliged to be in New York on Monday and probably cannot return to Washington until Tuesday noon. The order of your program evidently provides for conferences of your own staff on Tuesday. If you would care to have me present for ten minutes Tuesday afternoon, I should be glad to arrange it for any time convenient to you, but I shall fully understand if this is not desirable in relation to the program.

Sincerely yours,

Mary Van Kleeck,  
Director, Woman in Industry Service.



WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE  
ARMY AND NAVY BUILDINGS, GROUP B  
SEVENTH STREET, BETWEEN A AND B STREETS NW.  
WASHINGTON

In replying refer to No.

September 11, 1918.

From: Major B. H. Gitchell, Chief Industrial Service Section  
Production Division.

To: Miss Mary VanKleek, In Charge,  
Women in Industry  
Department of Labor  
Washington, D. C.

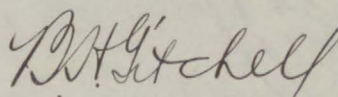
Subject: Conference of Ordnance Industrial Service Personnel.

1. On Monday and Tuesday of next week a conference of all district representatives of the Industrial Service Section will be held in Washington.

2. A program, a copy of which is attached, has been arranged to give these workers an accurate and adequate understanding of the labor factor in ordnance production.

3. It is desired to have you make a short talk on the subject, "Women in Industry Service of Department of Labor". I sincerely trust that you can arrange to speak for at least a few minutes to our workers.

4. The meeting will be held beginning at 10:00 o'clock Monday in the Production Division conference room, A Building 1-223.



B. H. GITCHELL,  
Major, U.S.A.  
Chief, Industrial Service Section.

PROGRAM

CONFERENCE OF ORDNANCE INDUSTRIAL SERVICE PERSONNEL

September 16th and 17th, 1918.

Production Division Conference Room

A Building - 1-223

Monday, September 16th-10 a.m.

Call to Order	Major B. H. Gitchell
The Part of Ordnance in War	Major Genl. C. C. Williams, Chief of Ordnance
Operation by Ordnance Dist's.	Brig. Genl. G.E. Tripp, In Charge District Organizations
Our Production Program	Col. C.C. Jamieson, Chief, Production Division
The War Labor Policies Board	Felix Frankfurter, Chairman, War Labor Policies Board
The War Labor Board	W. Jett Louck, Sec'y., Nat'l War Labor Board
The U. S. Employment Service	J. B. Densmore, In Charge, U.S. Employment Service.
Women in Industry Service of Department of Labor	Miss Mary VanKleek, In Charge Women in Industry Service

Monday, September 16th - 2 p.m.

Work of Womens' Branch Discussion	Mrs. C. M. Tead
Community Conditions and Production	F. C. Butler
Coordinated Agencies Discussion	Payson Irwin
Labor Supply Discussion	F. B. Badgley

Tuesday, September 17th - 10 a.m.

<u>Conferences of Groups</u>	
Womens' Work Personnel	Mrs. Tead
Community Work Personnel	Mr. Butler
District Managers	Major Gitchell

Tuesday, September 17th - 2 p.m.

Womens' Work in the District	Miss Amy Hewes
Reports and Suggestions	Each Member of Staff
Future Plans of the Industrial Service Section	Major Gitchell



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War Dept

September 13, 1918.

My dear Major Gitchell:

Your letter of September seventh has been received, and we shall be glad to comply with the suggestions which you make. I hope that this may not result in any undue delay in the transmission of important requests and reports. Should we discover that there is this delay we shall be glad to avail ourselves of your suggestion to confer further about the matter.

Very sincerely yours,

Mary Van Kleeck, Director,  
Woman in Industry Service.

Major B. H. Gitchell,  
Office of the Secretary of War,  
Washington, D. C.

WAR DEPARTMENT,  
WASHINGTON.

September 7, 1918.

Miss Mary Van Kleeck, Director,  
Women in Industry Service,  
Department of Labor.

My dear Miss Van Kleeck:

In the re-organization of the Industrial Service Section of Ordnance Department I am finding that Col. Jamieson and General Tripp are insisting upon being more fully advised in regard to all of the activities of the section, and I am finding it increasingly necessary to be cautious in my communications as chief of that section with the office of the Secretary of War and the various branches of the Labor Administration. Therefore, we are finding it necessary to arrange that all office communications between the Womens' Branch of the Industrial Service Section and your office be through official channels.

This does not mean that there may not be a direct liaison between the Womens' Branch and your office, and each enjoy the benefit of the information possessed by the other. Communication through channels may be confined entirely to those things which should be a matter of record. Where you wish investigations made by our service the request should be submitted by the proper officials of your department to the Secretary of War and appropriate instructions be issued which the Industrial Service Section of Ordnance will be very glad to comply with. The official reports desired by you from the Industrial Service Section will be submitted to your organization through the proper official channels.

If this is going to result in any serious inconvenience I shall be very glad to talk with you about the matter in person.

Very truly yours,

B H Gitchell

B. H. Gitchell,  
Major, U. S. A.

Office of the Secretary of War.



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December 30, 1918.

Mrs. Clara M. Tead, Director  
Women's Branch, Ordnance Department,  
Washington, D.C.

My dear Mrs. Tead:

I have not formally acknowledged your resignation as a member of the Council on Women in Industry. I recognize that with the discontinuance of the work of the Women's Branch, it would seem best for you to withdraw as a representative of the Ordnance Department. Indeed it is a question whether the Council will need to be continued now that the war emergency is passed.

It is a matter of great regret to me that we shall not have you working with us after your present work is completed.

Sincerely yours,

Mary Van Kleeck, Director  
Woman in Industry Service.

MVK/L

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All communications should be addressed to "The Chief of Ordnance, U. S. Army, Washington, D. C."

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE  
ARMY AND NAVY BUILDINGS, GROUP B  
SEVENTH STREET, BETWEEN A AND B STREETS NW.  
WASHINGTON

DEC 16 1918

December 13, 1918.

In replying refer to No.

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

My dear Miss Van Kleeck:

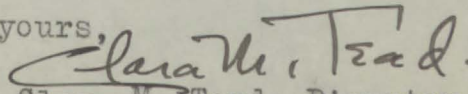
The Industrial Service Section of the Ordnance Department is under instructions to demobilize immediately. The Women's Branch will be largely demobilized by December 15th, and it is hoped that such reports as are necessary will be completed by January 15th.

It is expected that I shall be transferred with a few secretarial assistants to some other section on December 31st in order to enable me to finish writing the reports.

It is felt therefore that the representative of the Women's Branch on the Council of Women in Industry should formally resign at this time, in view of the fact that we are under instructions to undertake no new work, and in anticipation of our complete demobilization by the end of the year.

With best wishes to the Council of Women in Industry, I am

Sincerely yours,



Clara M. Tead, Director  
Women's Branch, Indus. Serv. Sec.



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WOMEN IN INDUSTRY SERVICE

July 22, 1918.

Dear Mrs. Tead:

The Secretary of Labor has asked me to file a weekly progress report, and it has occurred to me that it would be very desirable to include in it a brief statement of the most important phases of the work of the Women's Branch of the Ordnance Department each week. Would it be too great a burden to you to let me have such a statement? As my report must reach the Secretary's office each Monday I should like to have any statement from you by Saturday morning. It will enable us to be kept informed of the particular developments in the field of women's work.

It also seems desirable, if it is convenient, to have a central file of reports on plants. Would it be possible for you to have additional copies made of all inspections of plants by representatives of the Women's Branch and send them to this office? With the development of women's branches in other departments it will be more necessary to have such a central file if we are to avoid duplication of inspections. We shall be enabled also by this method to keep you informed of plants visited by other departments.

A copy of Mr. Russell's letter from the Chicago District Office and my reply are attached.

Sincerely yours,

Director, Women in Industry Service.

Mrs. Clara M. Tead,  
Women's Branch,  
Ordnance Department,  
Washington, D. C.

Notes on Establishing Work Standards for Women



Reports on ~~the~~ Special Subjects related to Women's Work

All communications should be accompanied by carbon copy and addressed to

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE *Department*  
PRODUCTION DIVISION  
WASHINGTON

To insure prompt attention,  
in replying refer to

No. \_\_\_\_\_  
Attention of \_\_\_\_\_

03-5545

November 19, 1918.

From: Office of the Chief of Ordnance, Industrial Service Section,  
Womens Branch, Mrs. C. M. Tead, Director.

To: Woman in Industry Service, Department of Labor, Miss Mary  
Van Kleeck, Director.

Subject: DISCONTINUANCE OF EMPLOYMENT OF WOMEN CONTRARY TO STATE LAW  
IN ORDNANCE ARSENALS AND ORDNANCE PLANTS.

1. The attached papers in regard to the above named subject,  
are sent you for your reference and information.

*Clara M. Tead*

CLARA M. TEAD, DIRECTOR,  
WOMENS BRANCH,  
INDUSTRIAL SERVICE SECTION,  
OFFICE OF THE CHIEF OF ORDNANCE.



November 19, 1918.

From: Office of the Chief of Ordnance, Industrial Service Section,  
Womens Branch, Mrs. C. M. Tead, Director.

To: Woman in Industry Service, Department of Labor, Miss Mary  
Van Kleeck, Director.

Subject: DISCONTINUANCE OF EMPLOYMENT OF WOMEN CONTRARY TO STATE LAW  
IN ORDNANCE ARSENALS AND ORDNANCE PLANTS.

1. The attached papers in regard to the above named subject,  
are sent you for your reference and information.

---

CLARA M. TEAD, DIRECTOR,  
WOMENS BRANCH,  
INDUSTRIAL SERVICE SECTION,  
OFFICE OF THE CHIEF OF ORDNANCE.

MEMORANDUM TO DISTRICT OFFICES

NUMBER 18

1. Attention is invited to the attached correspondence regarding the recent order from the Secretary of War, that women shall not be employed on contracts for the War Department, contrary to State Laws. This is to hold for Arsenals, as well as for private plants and government-controlled plants.

*cut*

CLARA M. TEAD, DIRECTOR,  
WOMENS BRANCH,  
INDUSTRIAL SERVICE SECTION,  
OFFICE OF THE CHIEF OF ORDNANCE.



COPY

WAR DEPARTMENT  
WASHINGTON

November 15, 1918

MEMORANDUM

From: Major A. J. Rosensohn, Office of Secretary of War, Room 490  
To: Major B. H. Gitchell, Chief, Industrial Service  
Section, Ordnance Dept.

1. I enclose herewith a copy of a memorandum to the Assistant Secretary of War, with regard to the discontinuance of the employment of women.

2. In view of this order does an extraordinary necessity exist, caused by special and peculiar conditions, which would warrant you in recommending that an exception be made with respect to any of the firms with which you have contracts.

3. Please let me know at once, so that I may take proper action towards notifying the state departments of labor of the changes in the policy of the Secretary of War.

(Signed) Samuel J. Rosensohn,  
Major, J.A.G., detailed to the  
Office of the Secretary of War.

A true copy:

COPY

November 13, 1918

MEMORANDUM for MR. BENEDICT CROWELL,  
Assistant Secretary of War.

The Secretary of War requests that you take steps to immediately discontinue the employment of women either in the arsenals of the Department, in Government controlled plants, or any plants manufacturing supplies for this department, under conditions which are contrary to the laws of the States where the plants are located. Up to the present time the Department has made requests upon the state authorities in certain cases for suspension of the laws regarding the employment of women in order that production might be increased. The Frankford Arsenal has employed women at night contrary to the laws of Pennsylvania. In the Secretary's opinion the necessity for any such action is now dispensed with and he will be glad if it is entirely discontinued.

If there are any particular cases where you think a discontinuance would be unwise, from the Department's point of view, he will be glad to have you take them up personally with him.

STANLEY KING,  
Private Secretary.

sg



COPY

November 18, 1918.

From: Major B. H. Gitchell, Chief, Industrial Service Section, Office of the Chief of Ordnance,

To: Major S. J. Rosensohn, Office of the ~~SECRETARY~~ Secretary of War, 229 State War and Navy Bldg., Washington, D. C.

Subject: DISCONTINUANCE OF EMPLOYMENT OF WOMEN CONTRARY TO STATE LAW, IN ORDNANCE ARSENALS AND ORDNANCE PLANTS.

1. The memorandum of November 13th to the Assistant Secretary of War which was forwarded to this office in your letter of November 15th is at hand.
2. This office concurs in the policy therein outlined - of discontinuing the employment of women in government arsenals and in government-controlled plants, and in plants manufacturing supplies for the War Department, under conditions contrary to State Law.
3. It is felt that there are no cases of extraordinary necessity, caused by special conditions, which would warrant this office recommending that an exception be made.

---

B. H. GITCHELL, CHIEF,  
INDUSTRIAL SERVICE SECTION,  
OFFICE OF THE CHIEF OF ORDNANCE.

November 13, 1918.

MEMORANDUM FOR MR. BENEDICT CROWELL,  
Assistant Secretary of War.

The Secretary of War requests that you take steps to immediately discontinue the employment of women either in the arsenals of the Department, in Government controlled plants, or any plants manufacturing supplies for this Department, under conditions which are contrary to the laws of the states where the plants are located. Up to the present time the Department has made requests upon the state authorities in certain cases for suspension of the laws regarding the employment of women in order that production might be increased. The Frankford Arsenal has employed women at night contrary to the laws of Pennsylvania. In the Secretary's opinion the necessity for any such action is now dispensed with and he will be glad if it is entirely discontinued.

If there are any particular cases where you think a discontinuance would be unwise, from the Department's point of view, he will be glad to have you take them up personally with him.

Stanley King,

sg



War Department 38

GENERAL ORDER OF THE SECRETARY OF WAR.

NOVEMBER 13, 1918.

The Secretary of War requests that you take steps to immediately discontinue the employment of women either in the arsenals of the Department, in Government controlled plants, or any plants manufacturing supplies for this Department, under conditions which are contrary to the laws of the states where the plants are located. Up to the present time the Department has made requests upon the state authorities in certain cases for suspension of the laws regarding the employment of women in order that production might be increased. The Frankford Arsenal has employed women at night contrary to the laws of Pennsylvania. In the Secretary's opinion the necessity for any such action is now dispensed with and he will be glad if it is entirely discontinued.

November 19, 1918.

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

To: Miss Mary Van Kleeck, Director, Woman in Industry Service, *Department*

Subject: Memorandum of Assistant Secretary of War, November 13, 1918, regarding discontinuance of employment of women under conditions contrary to the laws of the states.

The intent of such memorandum is to restore conditions in factories to their original shape as prescribed in each instance by the State laws in force in such instance. It is understood that no order has been issued prohibiting night work for women throughout the country. Night work for women, therefore, is at present prohibited only in those states having laws containing such prohibition.

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

*For night work procedure see, Tully, Maj. F. W.*



Taken to Major Leonard by Miss Van Kleeck, July 23, 1918.

July 23, 1918.

The Secretary of War hereby designates the New York State Industrial Commission and \_\_\_\_\_ members of said Commission as his duly authorized representative and representatives with respect to contracts for work to be performed in New York State on his behalf and on behalf of the various departments and contracting officers of the War Department, to enforce the provisions of the contracts with the various departments of the War Department requiring all work done in the State of New York to be performed in full compliance with the laws of New York State.

War Department

December 17, 1918.

Mrs. Clara M. Tead,  
Women's Branch, Industrial Service Section,  
Ordnance Department,  
Washington, D. C.

My dear Mrs. Tead:

The Bureau of Labor Statistics has received a letter from the War Cabinet Committee on Women in Industry in London asking the following questions to assist the Committee in dealing with some problems in Great Britain.

1. Do men and women engaged, say, on engineers' laboring work always receive the same rate per hour, regardless of output?
2. Do the two sexes receive equal bonuses or increments in respect of increased cost of living or do the authorities recognize that men have generally greater responsibilities in the matter of cost of living?
3. Do the Trade Unions in America allow the introduction of women to do men's work; are there any stipulations as to their removal after the war; is it anticipated that there will be an increase in female employment after the war?
4. How do the actual weekly earnings of men and women compare when paid on piecework on the same or similar jobs?

We are getting together some illustrative material and would greatly appreciate it if you would send from your records information, first, regarding government arsenals, and, second, regarding the privately owned munitions plants. We fully realize that the questions are very large, but as you are now preparing a report on your work perhaps the task of digging out some data as a basis for answers will not be so difficult as if you were in the full swing of administrative activities. I should be grateful if you could let me hear from you within a few days.

Sincerely yours,

Mary Van Kleeck, Director.



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January 22, 1919.

Mrs. Clara M. Teed, Director  
Women's Branch, Ordnance Department,  
Washington, D. C.

My dear Mrs. Teed:

25

Standards Governing Employment of Women in Industry.



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January 4, 1919.

Mrs. Clara M. Tead, Director  
Women's Branch, Ordnance Department,  
Washington, D.C.

My dear Mrs. Tead:

Thank you very much for your helpful comments on the standards.  
We shall be glad to send you copies as soon as they are received from the  
printing office.

Sincerely yours,

Mary Van Kleeck, Director  
Woman in Industry Service.

MVK/L

Suppose we send 25



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All communications should be accompanied by carbon copy and addressed to

JAN 8 - 1919

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE

~~PRODUCTION DIVISION~~  
WASHINGTON

To insure prompt attention,  
in replying refer to

No. \_\_\_\_\_  
Attention of \_\_\_\_\_

January 2, 1919.

03-6846

From: Office of the Chief of Ordnance, Womens Branch, Mrs. C. M. Tead, Director,

To: Woman in Industry Service, U. S. Department of Labor, 209 Southern Bldg., Washington, D. C. Miss M. VanKleeck, Dir.,

Subject: STANDARDS RECOMMENDED FOR THE EMPLOYMENT OF WOMEN.

1. The bulletin of standards governing the employment of women in industry, issued by the Woman in Industry Service of the Department of Labor, has been received and noted with much interest. The clear terse statement of the standards will, I am sure, give the bulletin a wide influence in affecting Labor legislation and Industrial practice both in this country and abroad.
2. Paragraph 2 "Wages" and paragraph 6 "Cooperation of workers in enforcing the standards" deserves especial mention because of the clarity and forcefulness of the statement. I infer that section 3 under paragraph 1, "Hours of Labor", which states that every woman worker shall have one day of rest in every seven days, is intended to cover provisions for a day of rest on Sunday or on Saturday when Saturday is the religious holiday. It occurs to me that there are certain definite advantages in advocating a specific separate Sunday Labor law, such as is included in the Massachusetts code, section 2, chapter 28, acts of 1902 as amended by Chapter 460, acts of 1904. We have had called to our attention several instances where Ordnance Arsenals and Ordnance firms have employed workers on Sunday with the plan of conforming literally to the 'one day of rest in seven law' by permitting the worker to take off a day during the week. In the majority of instances, the management has not taken definite steps to see that the workers actually rest one day in seven. In short, it seems that a separate Sunday law (or Saturday when Saturday is the religious holiday) is an additional means of enforcing one day of rest in seven.
3. We should very much appreciate having extra copies sent us for distribution.

*Clara M. Tead*  
CLARA M. TEAD, DIRECTOR,  
WOMENS BRANCH, ORDNANCE DEPT.



All communications should be addressed to "The Chief of Ordnance, U. S. Army, Washington, D. C."

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE  
XXXXXXXXXXXXXXXXXXXX  
WASHINGTON

In replying refer to No.

January 2, 1920.

**From:** Office of the Chief of Ordnance, Womens Branch, Mrs. C. M. Tead, Director,  
**To:** Woman in Industry Service, U. S. Department of Labor, 209 Southern Bldg., Washington, D. C. Miss M. VanKleeck, Dir.,  
**Subject:** STANDARDS RECOMMENDED FOR THE EMPLOYMENT OF WOMEN.

1. The bulletin of standards governing the employment of women in industry, issued by the Woman in Industry Service of the Department of Labor, has been received and noted with much interest. The clear terse statement of the standards will, I am sure, give the bulletin a wide influence in affecting Labor legislation and Industrial practice both in this country and abroad.
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3. We should very much appreciate having extra copies sent us for distribution.

CLARA M. TEAD, DIRECTOR,  
WOMENS BRANCH, ORDNANCE DEPT.



November 21, 1918.

Mrs. Clara M. Tead, Director  
Women's Branch, Ordnance Department,  
Washington, D.C.

My dear Mrs. Tead:

Thank you for sending me the memorandum on Cutting Compounds as a Cause for Dermatitis. I enclose a copy of a letter which I am sending to Dr. Mecker, which will explain itself. May I suggest that you take the matter up with him if you think it desirable to have this printed in the Monthly Labor Review. I would urge that to give the memorandum more practical value, at least a partial list of processes in which curring compounds are used, should be included.

Sincerely yours,

Enc.  
MVK/L

Mary Van Kleeck, Director  
Woman in Industry Service.

*For the Memorandum see Yates, Anna Baker 401*

NOV 25 A.M. 362

ALL COMMUNICATIONS SHOULD BE ACCOMPANIED BY CARBON COPY AND ADDRESSED TO

CMT/jc

WAR DEPARTMENT

OFFICE OF THE CHIEF OF ORDNANCE

WASHINGTON

TO INSURE PROMPT ATTENTION  
IN REPLYING REFER TO

November 23, 1918

\_\_\_\_\_ No. \_\_\_\_\_

ATTENTION OF \_\_\_\_\_

Miss Mary Van Kleeck, Director,  
Women in Industry Service,  
U. S. Department of Labor,  
Washington, D. C.

My dear Miss Van Kleeck:

Thank you for your letter of November 21st suggesting that a copy of the memorandum on Cutting Compounds as a cause for Dermatitis be sent to Dr. Meeker.

I will take up the matter with him and see that a copy of the memorandum reaches him to-day. I agree with you that if the memorandum were published it should have an introductory paragraph which would explain the use of Cutting Compounds in manufacturing processes, and a list of some of the processes in which it is most commonly used.

Sincerely yours,

Clara M. Tead

Clara M. Tead,  
Director, Women's Branch,  
Industrial Service Section.



October 29, 1918.

Memorandum for  
Miss Van Kleeck:

In an interview with Mrs. Tead today she said that the Board which has been fixing standard wages for the metal trade has handed in its decision which is now with the President.

Mrs. Tead understands that the only statement of women's wages has been that they should receive equal pay for equal work.

Mrs. Tead suggested that perhaps you would call a conference of people who are interested in women's wages which might form some recommendations defining equal pay for equal work which could be submitted to this Board before their decision is published.

Mary N. Winslow.

ALL COMMUNICATIONS SHOULD BE ACCOMPANIED BY CARBON COPY AND ADDRESSED TO

WAR DEPARTMENT

OFFICE OF THE CHIEF OF ORDNANCE

TO INSURE PROMPT ATTENTION  
IN REPLYING REFER TO

JAN 27 1919

00 No. 461 Misc.  
ATTENTION OF 1399

January 25, 1919

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

My dear Miss Van Kleeck:

Thank you for the 25 copies of "Standards  
Governing Employment of Women in Industry", which  
have been duly received. We think this will be a  
sufficient number for our needs.

Sincerely yours,

Clara M. Tead.

Clara M. Tead, Director  
Women's Branch  
Industrial Service Section

afl



O.O. WAR DEPT.  
ADM. DIVISION

1919 JAN 25 PM 4 14

MAIL & RECORD BRANCH  
OUT

Organization and Coordination - War Department and Labor Department



October 25, 1918.

Mrs. Clara M. Tead,  
Women's Branch, Industrial Service Section,  
Ordnance Department,  
Washington, D. C.

My dear Mrs. Tead:

Thank you for your suggestions on the tentative draft of standards governing the employment of women in industry. In the revised draft we have made careful distinction between mandatory and obligatory regulations, which I think will meet the point of several of your suggestions. In some states these regulations will be higher standards than the state laws. The mandatory provisions will be included in the contracts, and such federal officials as the members of the Women's Branch will be expected to enforce these provisions of the contracts.

Sincerely yours,

Mary Van Kleeck, Director,  
Woman in Industry Service.

MVK:IMP

Oct. 18 -

Dear Miss Van Kleeck -

The attached comments  
are made on the assumption  
and with the understanding  
that the "standards document"  
is to be a means of  
getting certain standards  
enforced, and shop practices  
modified.

The educational value  
of the document as it stands  
is unquestionable.

Curt.



WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE  
**INTRAOFFICE MEMORANDUM**

FOR USE WITHIN THE ORDNANCE OFFICE ONLY

DATE \_\_\_\_\_

FROM: \_\_\_\_\_

NAME

BUREAU OR DIV.

SECTION

TO: \_\_\_\_\_

NAME

BUREAU OR DIV.

SECTION

SUBJECT: \_\_\_\_\_

Standards 362

OCT 21 A.M.

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE  
PRODUCTION DIVISION  
WASHINGTON

To insure prompt attention,  
in replying refer to

No. \_\_\_\_\_  
Attention of \_\_\_\_\_

October 18, 1918.

c3-5845

From: Womens Branch, Industrial Service Section.  
Ordnance Dept.,

To: Woman in Industry Service, Department of Labor.

Subject: Tentative Draft of Standards Governing the Employment  
of Women in Industry.

1. At the request of the Woman in Industry Service of the Department of Labor, the following comments are submitted on the "Tentative Draft of Standards Governing the Employment of Women in Industry;"

2. ENFORCEMENT

- (a) It is understood from the memorandum that the standards, therein set forth, are to be enforced by various government bodies, including the War Industries Board.
- (b) It is also understood that those "standards already adopted by the State Departments of Labor" are assumed - - - - as basis for the standards therein set forth; and that in each state an official of the Labor department will be the agency through which these recommended standards will be enforced.
- (c) It is not understood how there can be practical enforcement of standards and real application of the policy upon which the standards of based, when these proposed standards are, in many vital respects, in excess of the standards maintained by State law, for example page 3, paragraph 7 - "the working week should not exceed 48 hours". A 48 hour week for women is enforced by one one state in the Union - California.
- (d) If there is to be a distinction between the standards which are mandatory and those which are advisory, such distinction should be clearly stated.
- (e) It is the opinion of the Womens Branch that the most needed thing is a clearly defined statement



of uniform minimum standards for all states, with a clearly defined means of enforcing these minimum standards, rather than a program of maximum standards, many of which it would seem must necessarily be suggestive, rather than mandatory.

3. HOURS

An eight hour day is the working period toward which industrial practice should be pointed. It is not understood how it can be enforced as mandatory for women in industry at this time.

4. OVERTIME

It is agreed that the total working day, including overtime, should not exceed ten hours for women workers.

5. REST PERIODS

The advisability of rest periods especially for monotonous repetition work, involving concentrated attention, is becoming clearer day by day. It is felt that rest periods should be established in accordance with the nature of the work, rather than by arbitrary law.

6. TIME FOR MEALS

The memorandum states that a three-quarter lunch hour is necessary time for a meal period. Should not the length of the meal period be adjusted to the total length of the working period? For example, when the total actual working period is  $7\frac{1}{2}$  hours, it is felt that under good working conditions, a thirty minute lunch period may be adequate.

7. HALF-HOLIDAY ON SATURDAY IN WINTER

Should be advisory rather than mandatory.

8. ONE DAY REST IN SEVEN

Should be mandatory as it stands.

9. WEEKLY HOURS

48 hour working week should be held up for industrial practice. It is not felt that it can be absolutely mandatory at this time by the Federal Government when there is only one state enforcing a 48 hour week for women in industry.

10. NIGHT WORK

Statement approved as it stands.

11. WAGES

(a) Basis of Determination

It is not clear what is meant by "recognition of the importance of women's wages in maintaining the standard of living of the family."

(b) Equality of Womens Wage

The statement allows for a reduction of wages where employment of women increases labor cost, but, it does not limit the amount of the reduction.

12. UNIFORMS

It is felt that the wearing of a uniform and cap should be compulsory for women employed on machinery, and on work involving contact with dust and poisonous materials.

13. EMPLOYMENT OF MINORS

Statement should be mandatory as it stands.

14. HOME WORK PROHIBITED

Should be mandatory as it stands.

These comments on the tentative draft of the "Standards Governing the Employment of Women in Industry," submitted by the Woman in Industry Service of the Department of Labor, are hereby respectfully submitted.

Clara M. Tead

CLARA M. TEAD, DIRECTOR,  
WOMENS BRANCH, INDUSTRIAL SERVICE SEC.,  
ORDNANCE DEPT.



October 18, 1918.

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Ordnance Dept.,

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These comments on the tentative draft of the "Standards Governing the Employment of Women in Industry", submitted by the Woman in Industry Service of the Department of Labor, are hereby respectfully submitted.

---

CLARA M. TEADY, DIRECTOR,  
WOMEN'S BRANCH, INDUSTRIAL SERVICE SECTION,  
ORDNANCE DEPT.

The resolution concerning the maintaining in Navy Yards and Arsenals, of the standards of labor recommended by Federal agencies, was sent to the Secretary of War. In acknowledgement of this the following letter was received.

WAR DEPARTMENT.  
Washington.

October 26, 1918.

Miss Mary Anderson,  
Assistant Director, Woman in Industry Service,  
Department of Labor,  
Washington, D. C.

My dear Miss Anderson:

The Secretary of War has asked me to acknowledge your letter dated October 19th. He has asked me to thank you for your courtesy in enclosing copy of the resolution submitted by Mrs. Mary P Scully, of the American Federation of Labor, at the recent conference held by the Woman in Industry Service. The matters contained therein are engaging his present attention.

Thanking you for giving him this opportunity of coming in touch with the sentiment of the conference,

Sincerely yours,

STANLEY KING.

Stanley King  
Private Secretary to the Secretary  
of War.



301  
383

*Standards file*

October 29, 1918.

*Mailing list*

Captain A. D. Reiley,  
Ordnance Department,  
Washington, D.C.

My dear Captain Reiley:

Thank you for your comments on the tentative draft of standards governing the employment of women in industry. These have been revised and are not yet in final form but a copy will be sent you as soon as possible.

Sincerely yours,

MVK/ALL

Mary Van Kleeck, Director  
Woman in Industry Service.

Standards

301 24.

All communications should be accompanied by carbon copy and addressed to

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE  
PRODUCTION DIVISION  
WASHINGTON

ADR/meh

October 22, 1918.

To insure prompt attention,  
in replying refer to

*MS* No. 23165/4  
Attention of

Capt. A. D. Reiley  
c3-6845

OCT 25 AM.

From: Major B. H. Gitchell, Industrial Service  
Section, Safety & Sanitation Branch

To: Miss Mary Van Kleeck, Director, Women in  
Industry Service, Department of Labor.

Subject: Standards covering the Employment of  
Women in Industry.

1. I am in receipt of above standards, and have gone over them very carefully.

2. The ones which seem to be of special interest to this particular Branch are under III, Nos. 1, 3, & 4; under IV, No. 3.; and under VI, No. 1, C. & K, and No. 2.

3. The comment which I would have on your main Division III, Working Conditions, is that I cannot make out whether it is your intention that the precautions and safeguards laid down as necessary must be done and completed before women can be employed. The same doubt exists in regard to your main Division VI, Replacement of Men by Women, and Sub-division 2, Removal of Hazards. Cannot the introduction of women and removal of hazards to the occupation proceed simultaneously?

*Make list*

4. In our frequent talks on the matter, I had thought that was possibly your idea in the majority of instances.

5. As to VI-1-C, Foot Pedal Operation of Machinery, I confess I do not know what effect this has on women, but will be very much interested if you could let me know something in regard to the matter, as I assume it will come up in the course of my work in the future.

6. I think VI-1-K very much too general, and cannot make out whether you maintain that women should not be employed in any plant in which these dangers exist, or that they should be removed before women are employed. If the latter, this seems to be covered also by Sub-division two,



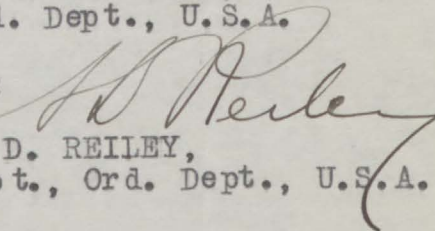
BOND 301

already commented upon.

7. Thank you very much for giving me the opportunity to go over this, and hope I shall have the pleasure of seeing you in the very near future, as there are some matters which need to be taken up.

B. H. GITCHELL,  
Ord. Dept., U.S.A.

By:

  
A. D. REILEY,  
Capt., Ord. Dept., U.S.A.

BOND

WOMEN IN INDUSTRY SERVICE

July 25, 1918.

My dear Mrs. Tead:

At the request of Miss Van Kleeck I am sending you material in regard to Alma Wiesner and Agnes Byrnes, forwarded to us by Mrs. King of the National Social Workers' Exchange. These are being sent to you because you already have these people on file with your records.

Very truly yours,

Secretary to Miss Van Kleeck,  
Director, Women in Industry Service.

Mrs. Clara M. Tead,  
Industrial Service Section,  
Women's Branch,  
Ordnance Department.



## WOMEN IN INDUSTRY SERVICE

July 25, 1918.

My dear Mrs. King:

I am forwarding the material about Alma Wiesner and Agnes Byrnes to Mrs. Tead, Acting Director of the Women's Branch in the Ordnance Department, as I think that both have been under consideration there. I am glad to have the further information about Miss Robbins, but I am also glad to say that I have a secretary. I am therefore returning the experience sheet for Miss Robbins. I had understood from Miss Houghton that Miss Robbins wanted a position as investigator and not as secretary, but perhaps she has changed her mind.

In our plan of work here we shall be able to have only a small staff, and we shall not organize a general inspection force. All inspection work is to be done for all divisions in the Department of Labor under the direction of Mr. Ethelbert Stewart, Chief of the newly organized Inspection and Investigation Service. For the staff of the Women in Industry Service we shall need a group of experts who will constitute a Commission on women's work to develop policies rather than to make detailed investigations.

With hearty thanks for all the efficient work you have done in helping me to organize the staff in the Ordnance Department, believe me

Sincerely yours,

Director, Women in Industry Service.

Mrs. Edith Shatto King,  
National Social Workers' Exchange,  
130 East Twenty-second Street,  
New York City.



National Social Workers' Exchange

(AGENCY)

130 EAST TWENTY-SECOND STREET  
TELEPHONE GRAMERCY 4916  
NEW YORK CITY

MRS. EDITH SHATTO KING  
MANAGER

July 17, 1918.

Miss Mary Van Kleeck,  
1526 17th Street, N. W.  
Washington, D. C.

My dear Miss Van Kleeck:

Mr. Edwards has just telephoned me that he will be in Washington on Thursday and Friday of this week, and that he will try to get in touch with you and Miss Byington. In case he could not be able to reach you, if you would be willing to leave a message with Mr. Wm. Knowles Cooper, 1736 G Street, N. W. Washington Y.M.C. A, as to where you could be reached, he would be very much obliged. He wishes very much to talk over the possibilities that face the Exchange.

I want to take this opportunity also, to tell you about Miss Alice Wiesner. I will enclose references for her. I had lunch with Mr. Glenn yesterday, and he wanted me to tell you about Miss Matilda Robbins, as he said he had mentioned her to you. She is both an excellent secretary and an industrial investigator. I think I have already sent her references to you, but I will enclose an experience sheet for her. As she is familiar with industrial conditions she would quite a remarkable person to have.

I am enclosing an experience sheet and a quotation from Miss Kingsbury about Miss Agnes Byrnes, also.

Sincerely yours,

*Edith Shatto King*

Manager

ESK.FC



JUL 29 1919

WAR DEPARTMENT,  
WASHINGTON.

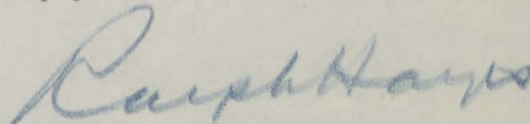
July 24, 1919.

My dear Miss Anderson:

Your letter of July 11, relative to conditions at Camp Curry, was somewhat delayed because it was addressed to Mr. Stanley King, who has left the War Department and has been rustivating at Martha's Vineyard.

Camp Curry is not a military camp, nor is it under the control of the War Department, but is maintained by the Interior Department for the entertainment of visitors to the Yosemite Valley.

Cordially yours,



Ralph Hayes,  
Private Secretary.

Miss Mary Anderson,  
Assistant Director Women's Bureau,  
U. S. Department of Labor,  
Washington, D. C.

rg

10/14/18

Note: - Copy of weekly  
report Works of Women's  
Branch.

For Miss Van Kleeck's  
interest.

Women's Division  
Industrial Service Section.

VED



Miss Van Kleeck  
ems\*

OCT 10 AM.

383

Week Ending October 2, 1918.

From: Clara M. Tead, Acting Director of Women's Branch,  
Industrial Service Section, Production Division.

To: Major B. H. Gitchell, Chief of Industrial Service  
Section, Production Division.

Subject: Work of Women's Branch, Industrial Service Section,  
for week ending October 2, 1918.

DISTRICT OFFICES

I. Boston District Office - Mrs. L. B. Rantoul in charge.

1. Plant Work

American Steam Gauge & Valve Mfg. Co. Visit  
made relative to certain changes to be made  
for the establishment of a first-aid room.

New England Westinghouse Co. re. production dif-  
ficulties and over time employment of women  
inspectors.

New Home Sewing Machine Co. To follow up  
recommendations previously made.

Simplex Electric Heating Co. Concerning use  
of women on heaters for Lewis Machine Guns.

Springfield Aircraft Corporation. To investi-  
gate hours of labor, which are 60 per week.  
(At request of Capt. Lathers).

Vermont Farm Machine Co. Relative to possible  
employment of women in the spring. (Another  
visit to be made in January).

2. Special Work

Mr. Beisser had conference with Major Lyford and  
Mr. Smith of the Sterling Motor Car Company  
concerning night permit for women.

II. Chicago District Office - Miss Amy Hewes in charge.

1. Plant Work

Allis - Chalmers Company, Milwaukee. Employment of women Government inspectors reported by Wisconsin Industrial Commission in violation of the Wisconsin laws.

American Brass Company, Kenosha, Wis.

American Steel & Machinery Company, East Alton, Ill. Employment of women again delayed.

Barrett Manufacturing Co.

Cribben and Sexton Company.

Holt Mfg. Company, Peoria, Ill.

Illinois Malleable Iron Company.

Laundale Manufacturing Co., Elkhart, Ind.

Northern Brass Manufacturing Company, Waukegan, Ill.

Stenotype Company, Indianapolis, Ind.

Sturges & Burns Company, Chicago, Ill.

Western Cartridge Company, Alton, Ill.

2. Conferences:

Conference with division heads, to meet Major Cowling, who is to replace Major Searles. The latter is assigned to overseas service.

Conference in the office of Illinois Industrial Survey.

Staff conference with Miss Tracey Copp of Wisconsin Industrial Commission.

III. Cincinnati District Office. Miss Edith Campbell in charge.

1. Plant Work

Crane & Breed Manufacturing Co. Visit made in response to a request for information re. uniforms.

Peters Cartridge Company. Miss Dunham is stationed at the plant and will represent the Women's Branch, and will take up personally work with women employees.

Pollak Steel Company. Women's work in laboratory is very satisfactory. Force is to be increased to ten.



(Elmwood Castings Company  
(Modern Foundry Company  
(Sammel J. Jefferies and Company  
(Stacey Bros. Gas Construction Co.  
(Tool Steel Gear & Pinion Company  
(Triumph Electric & Ice Machine Company.

These firms were visited to ascertain opportunities for women in acetylene welding. Indications in this District are that the work is of too heavy and rough a nature to be adapted to women.

2. Conferences

- a. In Columbus, on induction of women into industry, under direction of Community Labor Board.
- b. Conference with Robert E. Tracy and Ray S. Trent of the Industrial Commission, Indianapolis, re. request made for assistance in supervising women in industry in Indianapolis.
- c. Visited Women's Branch of Chicago District, to secure information re. office organization and file system.
- d. Mrs. Arthur Cox of Industrial Commission for information re. the situation at the Zenite Metal Company.

IV. Cleveland District Office. Miss Mary Gilson in charge.

1. Plant Work

Diamond Alkali Company. Painesville, Ohio.  
General Fireproofing Company, Youngstown, Ohio.  
Van Dorn Iron Works  
The Ferro Machine & Foundry Co.

2. Conferences

- a. Louise Graham, Sunday Editor of the Cleveland News Leader re. publicity for the local Training and Dilution Service.
- b. Lt. W. E. Stoecklein, Production man at Marion, concerning situation at Advance Machinery Co.
- c. Capt. George P. Cage of the Inspection Division,



Youngstown, concerning the employment of women in steel mills.

d. Cleveland Chamber of Commerce. Meeting of Training and Dilution Committee.

V. Detroit District Office. Miss Charlotte Hine in charge.

1. Plant Work

(Erissee Motor Company  
(Jackson Munition Corporation  
(Hott Wheel Works  
(Sparks, Withington Company

These plants visited in re. introduction of women workers.

Parish Manufacturing Company, in re. employing girl checkers more than 10 hours per day.  
Visited at request of Mr. Furtaw, foreman.

Detroit Steel Company, re. employment manager for women.

American Machine Corporation, general inspection of plant.

2. Conferences

Mr. Mackaye, Production Manager, Jackson, Michigan.  
Mr. Badgley, lawyer, re. Jackson Manufacturers and securing women recruits.

Mr. McBurney, president of the Jackson Munition Corporation, re. the placing of married women in plants.

Miss Potter, formerly at the Studebaker Corporation, regarding the employment management course.

VII. Philadelphia District Office - Miss Louise Cornell in charge.

1. Plant Work

Bethlehem Loading Co., Newcastle, Del., re. procurement of women supervisor and organization of women's department.

(Henry Disston & Sons )  
(Woodbury Loading Co. ) re. organization of employment departments.



2. Conferences

- a. Determination of status of Industrial Service Section.
- b. Mrs. Tead, Mr. Dickey and Major Greene, re. presentation of requests for night work for ordnance plants.

3. Variation from State Labor Laws

Midvale Steel and Ordnance Company's request to employ women any 8 hours in 24.

Worthington Pump & Machinery Corporation (same).

Tacony Ordnance Corporation (same)

VII. Arsenals

1. Frankford Arsenal - Miss Jeanie Hughes in charge.

Employment 123 women taken on this week.

Constant increase due to night shifts.

Best of the colored applicants assigned to outdoor work. This catastrophe means the loss of six weeks careful selection, in trying to fill the vacancies with intelligent colored women inspectors.

Hospital Night nurse to be obtained.

Conditions of teeth reported very good on both night and day shifts.

Capt. Bleck will secure skin specialist to examine girls.

180 employees out with influenza; one death from clerical force.

Publicity Competent man secured for arsenal paper. Excellent results expected as regards arousing enthusiasm and encouraging employees to observe rules of safety and care for their health.

Wages Girls in arms shop went in a body to Major Doe and demanded higher pay. Very faithful and cooperative and deserving of increase.

Major Doe wants to use them as helpers at first, paying \$2.56; they want \$2.96.

2. Rock Island Arsenal. Miss Helen Bryan in charge.

Women have been introduced into ammunition loading plant to work as assemblers on Mark V, French type fuze and to operate small drilling machines. Reports show satisfaction, with equal pay.

Women on blue print machines recommended.

Question pending regarding higher entrance wage for office girls.

A receiving and examining room has been equipped under the supervision of Major Clark and two Red Cross nurses.

Work on new lunch room has started.

Uniforms of black sateen skirt and Russian blouse have been adopted at \$4.50. White cap and collar to be worn with this suit.

Minstrel show being planned.

3. Watertown Arsenal. Miss Margaret Elliott in charge.

No report has been received to date.

4. Watervliet Arsenal. Miss Mildred Talling in charge.

Increasing number of applicants necessitates interviewing at gate.

New shop is near completion, the facilities of which are excellent.

Hours

Women in department 36; worked Saturday afternoon and all day Sunday for the first time. Paid time and a half, but no holiday was given the following week. Much loss of time in moving from old shop is given excuse.

Wages In Department 35, seven women were raised from 30¢ to 40¢; one machine operator employed at 41¢.

Clara M. Tead,  
Acting Director, Women's Branch,  
Industrial Service Section.



October 25, 1918.

## MEMORANDUM

FOR: Mrs. Clara M. Tead, Director, Women's Branch, Ordnance Department.

SUBJECT: Items in weekly reports.

1. We note in your report for the week ending October 2nd that the representatives of the Women's Branch in the Cincinnati District office have reached a decision that acetylene welding is too heavy and rough work for women. It would be of great value to us if the Women's Branch would prepare a brief report on this subject. If the basis is sufficient it would be desirable to issue a statement at once which would be sent through the Employment Service and brought to public attention in other ways, to prevent the employment of women in this process.

2. Will you inform Miss Campbell and Miss Hewes that our Committee on Hazardous Occupations is directing a survey of the plants in East Chicago, Indiana, at the request of the Industrial Commission of Indiana and the Governor. Dr. Paul M. Holmes of the U. S. Public Health Service is in charge and his office is in the Chamber of Commerce, 720 Chicago Avenue, Rooms 8-9, East Chicago, Indiana. I suppose that this comes in Miss Hewes' district, but as I note that Miss Campbell has been having conferences with representatives of the Indiana Industrial Commission she may wish to be informed of this, especially as the Governor and the Commission wish to extend this survey to other places in Indiana. We shall want whatever cooperation the women's Branch is prepared to give us in this work. I shall be in Chicago on the 23rd of November and in Cincinnati shortly afterward and shall be able to go into further details both with Miss Hewes and Miss Campbell.

3. In the Detroit District office I note that Miss Hine has been conferring regarding the placing of married women in the Jackson Munition Corporation. It would be very helpful to us to know what decision Miss Hine has reached on this as an important question of policy.

4. In your report for the week ending September 25th I note that the Boston District office has made a study of the Vestibule School maintained by Gray & Davis, and that Miss Campbell reports the organization of a Vestibule School in the Peters Cartridge Company. If there are any conclusions from these investigations we should welcome them in connection with the whole policy of training women. In the same report we note that Miss Hine has made an investi-



gation of equal pay for equal work in the American Car and Foundry Company, and we should be glad to have information about these findings. We also note the reduction of rates for women from 33¢ at Watervliet Arsenal. Has this met with the approval of Major Tully as the representative of the War Department on the War Labor Policies Board?

5. As a method of procedure is it convenient for you to have us ask you to transmit inquiries of this kind from us to the district offices, or would you prefer to have us deal directly with your district offices, filing copies with you?

Mary Van Kleeck, Director,  
Woman in Industry Service.

MVK:IMP



Miss Van Kleeck

10/5/18

~~For~~ Miss Van Kleeck's  
interest

C. M. Tead, Director  
Women's Branch  
Industrial Service  
Section

By V. E. Dillow

OCT 8 - AM

383

Week ending September 25, 1918.

From: Clara M. Tead, Acting Director of Women's Branch,  
Industrial Service Section

To: Major B. H. Gitchell, Chief of Industrial Service  
Section.

Subject: Work of Women's Branch, Industrial Service Section,  
for week ending September 25, 1918.

DISTRICT OFFICES

I. Boston District Office - Mrs. L. B. Rantoul in charge.

1. Plant Work

Gray & Davis. Study of Vestibule School. X

American Steam Gau. Follow up on recommendations previously made for woman employment manager and higher wage.

Standard Thermomet Co. Recommendations for employment manager, rest room, toilet facilities and increased wage.

New Home Sewing Machine. Follow up recommendations previously made.

2. Conferences

Major Lyford regarding night work for women at U. S. Cartridge Co.

Massachusetts War Emergency Industrial Commission regarding permit for Sterling Motors Co.

II. Chicago District Office - Miss Amy Hewes in charge.

1. Plant Work

McCord & Company, West Pullman, Illinois. Regarding visit made at request of Mr. E. J. Clark, Ammunition manager, with special reference to heating of shop because of much illness among women welders. Twice reported unsatisfactory by State Inspector. Former violation of Child Labor Law adjusted but recommendations of Women's Branch received no attention.



American Steel & Machining Company. At request of Safety & Sanitation Manager and Resident Director this plant was inspected by Miss Ring. They desire her to organize employment of women who are to be taken on in October.

2. Conferences

Washington conference occasioned absence of Supervisor and Miss Knowlton until September 21.

Miss Knowlton recommends mechanical conveyor to eliminate operation of shell rolling by unskilled labor.

3. Personnel

Staff Increases:

Miss Avis Ring, Expert in employment management.

Miss Anne Yates, expert in industrial physiology.

Miss Gertrude Bruyn, in training for district supervisor.

III. Cincinnati District Office - Miss Edith Campbell in charge.

1. Plant Work

Peters Cartridge Co. Organization of vestibule school begun. X

2. Conferences

National Convention of Public Employment Managers, two days.

Mr. Vanderbilt regarding urgent need of woman supervisor at Peters Cartridge Co.

Mr. Christy, Department of Education regarding advisability of training women for acetylene welding. X

Various applicants regarding positions as supervisor at Peters Cartridge Co., with United States Bureau of Labor Statistics inquiry on cost of living; and in Federal Employment Service.

Arrival of Mrs. Moore for interview concerning her appointment on Ordnance Staff.

IV. Cleveland District Office - Miss Mary Gilson in charge.

1. Plant Work

Warner & Swasey. Visit gave occasion to follow up criticisms made by students of preliminary Employment Managers course.

Winston Company - at request of Employment Manager to advise with him concerning provisions to be made for women in new tripod shop.

American Multigraph Company.

2. Conferences

F. E. Ramsey, Production Assistant of Cleveland District Office concerning training forewomen in factories.

Lt. McWilliams of Industrial Service Section of Aircraft Production regarding cooperation with his section.

Lauréttta Bean and Thos. Donkin, District Deputies, Industrial Commission of Ohio regarding enforcing laws relative to women on grinding operations.

Attended two conferences of M. S. Employment Service.

3. Personnel

Miss Gilson in Cleveland regarding Employment Management course in Rochester.

V. Detroit District Office - Miss Charlotte Hine~~x~~ in charge.

1. Plant Work

American Car & Foundry Co. to investigate equal pay for equal work at request of Mrs. Rantoul. X

American Seating Company at request of Miss VanKleek to investigate working conditions and rates of pay at Grand Rapids.

Grand Rapids Brass Company at Miss VanKleek's request.

Grand Rapids Brush Company, at request of Miss VanKleek.

Aluminum Castings Co.

Continental Motors Co.

Lincoln Motor Co.



2. Conferences

Miss McGee, Industrial Section, Y. W. C. A. who will direct club work in Detroit plants.

Mr. Huyette and Major Owston, Assistant Chief and Production Manager regarding reorganization of Industrial Service Section in this district, also regarding conditions at Jackson, Mich.

Mr. T. P. Myers; New Manager of Industrial Service Section in this district, regarding work of Women's Division and future developments.

VI. Philadelphia District Office - Miss Louise Cornell in charge.

1. Plants Visited

Tacony Ordnance Corporation.  
Woodbury Loading Company.

2. Conferences

Production officers regarding suspension of night work law on government contracts.

Mr. Dickey, Mr. Robinson and Lieut. Brown regarding night work exemption for Tacony Ordnance Corporation.

N. S. Employment Service to avoid duplication of plant inspection.

Lieut. Mann, Safety & Sanitation Section, regarding International Fabricating Corporation, Wilkes-Barre, Pa.

Women's Branch, Washington, regarding Worthington Pump & Machinery Corp.

State Department of Labor & Industry regarding exemptions in specific establishments.

3. Personnel

Miss Stevenson granted two weeks leave due to illness.

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Miss Dudley, Women's Branch, assigned to Philadelphia Office until November 1, 1918.

ARSENALS

I. Frankford Arsenal - Miss Jeane Hughes in charge.

Cafateria - arrangement by Emergency Aid very unsuccessful. Food is stale and drinks cold. Not served at cost. New cafateria needs more experienced people to manage it.

Substitutions of women - Colored women to be replaced by Polish women, due to spread of dissatisfaction on part of the former, in laboratory, paint shop, tool cribs in the small arms, and in transportation department.

Sanitary Arrangements - Small Arms toilet compartments for women are still without doors.

Facilities must be increased to accomodate incoming women.

Requisition made for post doctor. Much needed on night shift.

II. Rock Island Arsenal - Miss Helen Bryan in charge.

No report received to date.

III. Watertown Arsenal - Miss Margaret Elliott in charge.

1. Plants employing women around Boston visited for suggestions regarding general problems of hours, rates, employment, sanitation, etc.

2. Employment of trained nurse at Post Hospital, pending, to help with physical examinations and to have charge of rest room in Recreation Building under construction.

3. Proper facilities for women under way. Hope to have women employed in Arsenal in short time.

IV. Watervliet Arsenal - Miss Mildred Trilling in charge.

1. Reduction of rates for women - 33¢ to 30¢.

2. September 15th shop order #342 went into effect.

✕



Nine hour day for women.

5. Memorandum sent to Lieut. Col. Mettler.

(a) Results: Stools are being provided, furniture for rest-room, and uniforms have been ordered. Paper cups are on order. At present several are using the same drinking glass.

Clara M. Tead,  
Acting Director, Women's Branch,  
Industrial Service Section.

OCT 9 - A.M.

OSH/cmr

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Week ending September 13, 1918.

From: Clara M. Tead, Acting Director of Women's Branch,  
Industrial Service Section.

To: Major B. H. Gitchell, Chief Industrial Service  
Section.

Subject: Work of Women's Branch, Industrial Service Section,  
for week ending September 11, 1918.

DISTRICT OFFICES

I. Boston District Office - Mrs. Clara M. Tead in charge.

1. Plant Work

Gray & Davis Company, Amesbury, Mass. Confer-  
ence with Lieut. Soderburg, Government In-  
spection of Ordnance concerning conditions  
of work for women.

Gray & Davis, Cambridge, Mass.

Hunt Spiller Manufacturing Company, South Bos-  
ton, Mass.

Wheeler Reflector Company Boston, Mass.

2. Labor Law

Exemption conferences with Major Lyford and  
Mr. Cary concerning the permit for labor law  
exemption for the United States Cartridge Com-  
pany.

3. Conferences

Miss Wunder and Mrs. Rantoul attended the con-  
ference of the Industrial Service Section in  
Washington, D. C., September 16, 1917.

4. Personnel

Mrs. L. B. Rantoul is in charge of the Boston  
District Office.



II. Chicago District Office - Miss Amy Hewes in charge.

1. Plant Work

Nordyke & Marmon Company.

Zenite Metal Company.

A. O. Smith Corporation. The Women's Branch was able to advise this Company regarding the introduction of women in welding and machine work.

This plant work is all done in connection with the study of welding being made by the Chicago Office.

2. Conferences

Miss Hewes and Miss Knowlton attended the conference of the Industrial Service Section held in Washington September 16, 1917.

Representatives of the Branch attended a session of the Middle West Conference on women and children in industry.

Conferences held in the Chicago office include those with the following persons:

Captain Hall, Inspection Officer, concerning conditions at McCord Company's plant.

Mr. Wallach, Production Engineer, regarding infection from cutting compounds.

Mrs. Case of the Council of Defense, with reference to organizing a branch of the Girls Patriotic Service League among the stenographers in the Chicago Ordnance office.

An inspector at McCord Company's plant regarding conditions for the women working there.

III. Cincinnati District Office - Miss Edith Campbell in charge.

1. Plant Work

Starr Piano Company, Richmond, Indiana.

Swayne-Robinson & Company, Richmond, Indiana.

Richmond Malleable Castings Company, Richmond, Ind.

These plants were visited at the request of Lieut. Burns of the Industrial Service Section because of the complaint of the Union that the employment of women was interfering with men's employment.

It was found that rates of pay had in some cases already been increased, and it was recommended that 20¢ per hour should be the minimum rate paid to any woman employee. Suggestions concerning the providing of seats and protection of machinery were also made.

Peters Cartridge Company.

In conference with Mr. Vanderbilt, it was decided that a man and woman from the Ordnance Department should be assigned for work with this Company.

2. Conferences.

State Staff of Employment Service & Manager, Peter's Cartridge Co., concerning recruiting being done by N. L. Employment Service for the company.

Housing Conference held by Mr. Jenkins of the Department of Labor.

Conference, Industrial Service Section all in Washington added by Miss Campbell & Miss Adams.

IV. Cleveland District Office - Miss Mary Gilson in charge.

1. Plant Work.

The American Multigraph Company wants to increase its night force so as to equalize day and night work and proposes to use of women 18 to 21 on night shift. Investigation is under way.

2. Conferences:

Miss Marjorie Brown at State City Employment office, concerning supply of women for local factories.



Miss Alice Kircher - Chief of Inquiry Section of Department of Labor - Miss Margaret Daniels & Mrs. Eleanor Karsten, Special Investigators of War Labor Board. Dr. Henry J. Harris & Miss Martha Green of Division of Documents of Library of Congress concerning cooperation with Women's Branch.

Conference of Industrial Service Section in Washington, September 16 and 17.

3. Special Work.

Investigation of resources of Cleveland Public Library research work along lines of women's employment, &c.

V. Detroit District Office - Miss Charlotte Hines in charge

1. Plant Work

Lincoln Motor Company visited to make detailed study of excellent equipment of Rest Room & Lavatories.

Packard Motor Car Company for detailed study of operations in Drill, Screw, & Milling Machines.

2. Conferences.

Miss Stella Dougherty of Mt. Holyoke Course, relative to work in Aluminum Castings Company.

Miss Cochrane Industrial Nurse.

Mr. Castator - Deputy Commissioner of Labor in regard to women's work on "Sanding Machines".

Mrs. Weeks - Continental Motors Co. in regard to work in Women's division.

Mr. E. G. Allen - Cass Technical School.

Miss Walker in charge of Social Service Department at Harbor Hospital, Detroit.

VI. Philadelphia District Office - Miss Louise Cornell in charge

1. Plant Work

Bethlehem Loading Co. Newcastle, Del..

Tacony Ordnance Corp. (2 visits).

2. Special Work.

Placed woman supervisor in Bethlehem Loading Co..

3. Conferences

a. Women's Division, U. S. Employment Service, to eliminate re-inspections of Ordnance plants.

b. Conference in Washington of Industrial Service Section.

4. Exemptions.

Worthington Pump Corp. requests exemption from night work law.

Tacony Ordnance Corporation requests exemption from night work law.

Informal inquiry from Bethlehem Loading Co. re procedure for securing permission to employ women until 12 M in New Castle Plant.

ARSENALS

I. Frankford Arsenal - Miss Jeane Hughes in charge.

1. No report received.

ii. Rock Island Arsenal - Miss Helen Bryan in charge.

1. No report received.

III. Watertown Arsenal - Miss Margaret Elliott in charge.

1. Operations new to women -

Determining machines at which women may work and changes necessary in shop to accomodate women. Test Specimen Department equipped for women, except lockers - Hardening Plant offers no sanitary facilities for women -

2. Uniforms discussed with Sweet, Orr & Co..

3. Conferences.

Attended Industrial Service Section Conference, September 16 and 17..



IV. Watervliet Arsenal - Miss Mildred Trilling in charge

1. Mistake in report of week ending Aug. 21. New rate is 33¢ per hour instead of 35¢ as previously stated.

2. Conferences

General Thompson to discuss hours - confident of nine hour day.

Miss Reeder - Saturday to interview candidates.

Clara M. Tead

Weekly Report of the work of  
the Women's Branch, Ordnance,  
to Major B.H. Gitchell.

Copy to Miss Van Kleeck

for her interest.



Week ending September 11, 1918.

**From:** Clara M. Tead, Acting Director of Women's Branch,  
Industrial Service Section.

**To:** Major B. H. Gitchell, Chief Industrial Service  
Section.

**Subject:** Work of Women's Branch, Industrial Service Section,  
for week ending September 11, 1918.

DISTRICT OFFICES

- I. Boston District Office - Mrs. Clara M. Tead in charge.
1. Plant Work  
United States Cartridge Company. Conference concerning division of rates resulting from the proposed three 8-hour shifts.  
American Steam Gauge & Valve Company.
  2. Conferences  
Commissioner Mulready of the War General Industrial Commission. Conferences concerning the permit for night employment of women at the Sterling Motors Company.
  3. Personnel  
Mrs. Tead left the Boston District on Monday, September 9th. She will take charge of the work in Washington.
- II. Chicago District Office - Miss Amy Hewes in charge.
1. Plant Work  
Winslow Bros. The study of machine operations on

which women are employed has been completed and the results are being prepared for a proposed bulletin.

United Manufacturing & Distribution Company. Conference was held with the officials of the company regarding the schedule of hours for women which was reported by the Illinois Factory Inspector to exceed the legal limit. The schedule has now been revised and the State Factory Inspector is now satisfied that the violation was due to a misunderstanding and will not occur again. The company has entered its welfare manager in the course for employment management given by the Western Efficiency Society.

Minneapolis Steel & Machine Company. A conference was held with Major Schank, Production officer, and Mr. T. L. Record, the president of the company regarding shop training for men. The company will send a representative from its employment to one of the Government courses in employment management if training is given nearer than Rochester.

Conron-McNeal Company. An inspection of welding to complete the information and methods employed in this work.

Standard Forging Company. The company has been further advised regarding the equipment of its Women's Building.

The American Tool Company. This company through its president will carry out the suggestions made by the Women's Branch for the employment of women.

## 2. Conferences.

Captain O. C. Hall

Mr. H. E. Miles

Mrs. A. M. Wood of the United Manufacturing & Distribution Company

Mr. R. S. Jones, Factory Inspector

Miss Anne L. Shaver of the Chicago Daily News

## 3. Special Work

Report made on hand welding of seams of drop bombs by women employed at McChord & Company's shop. An estimate was made of the number of women inducted into industrial service in the last three months in Chicago District.



4. Personnel

Miss Rosemary Carr began service as stenographer on September 7th.

III. Cincinnati District Office - Miss Edith Campbell in charge

1. Plant Work

A special recruiting agent belonging to the state staff of the United States Employment Service was sent to the Peters' Cartridge Company to investigate the possibility of securing women for munitions work.

Miss Adams went to Richmond, Indiana, at request of Lieut. Burns because of serious labor situation.

2. Conferences

Chamber of Commerce an educational authority on the establishment of employment management courses. Mr. Rectanus, the employment manager of the Rolling Mill, Middleton, Ohio.

The conference concerned the supervision of women and the employment office in Middleton.

IV. Cleveland District Office - Miss Mary Gilson in charge.

1. Plant Work

Grahler Manufacturing Company. A visit made at the request of the Production Division.

Women are to be employed in the foundry and in the machine shop.

Timpkin Roller Bearing Company. The first request to District Chief to send representative of the Women's Branch to determine whether grinding operations as carried on there would be detrimental to women.

Loew Manufacturing Company. Visit requested by Lieut. Miller who claims that the managers are considering introducing women.

2. Conferences

Miss Bean, Factory Inspector

Mr. Hollenbach, Cleveland Metal Products Company

Miss Kieffer, Employment Manager Aluminum Castings Co.

3. Personnel

Miss Gilson left on Wednesday to help conduct a Govern-

ment course in employment management being given in Rochester, N. Y. She will make visits to Cleveland in order to supervise the work of the Cleveland office.

V. Detroit District Office - Miss Charlotte Hine in charge.

1. Plant Work

American Car & Foundry. Visit at the request of Mrs. Rantoul to investigate their system of equal pay for equal work.

American Seating Company. General investigation.

Grand Rapids Brush Company. Investigated conditions relative to rates of pay and working conditions, as requested by Miss Van Kleeck.

Grand Rapids Brass Company. Investigated conditions relative to rates of pay and working conditions, as requested by Miss Van Kleeck.

Aluminum Castings Company. Interviewed Mr. Birge and secured a position for Miss Stella Dougherty from the Mount Holyoke Course.

2. Conferences.

Miss MacKenzie, Continental Motors Company, reported bad working conditions in the plant.

Miss Watkins, U. S. Employment Service for Women, Grand Rapids, Mich., to ascertain the wages paid and conditions of work among the women in Grand Rapids.

Miss Nelson, Council of National Defense, to ascertain wages paid and working conditions among women in Grand Rapids.

Miss Van Hoesen, Chairman of the Industrial Committee of the Council of National Defense, to ascertain wages paid and working conditions of women in Grand Rapids.

Mr. R. Peterson, Business Agent of the Carpenters' Union, to ascertain conditions among carpenters.

Mr. Bert Slott, Secretary of the Trade and Labor Council, to ascertain condition among the painters and working men in general.

Mrs. Claude O. Taylor, Chairman of the Women's Trade Union League, to ascertain wages paid and working conditions of women in Grand Rapids.

Mr. P. B. Merrick, President of the Social Welfare League and Director of the Red Cross Civilian Relief, to get data relative to the cost of living in Grand Rapids.

Mr. Lynde, Social Welfare League, to get data relative to the cost of living in Grand Rapids.



Mr. Bierce, Secretary of Board of Commerce, to get data relative to the cost of living in Grand Rapids.  
Miss Hurry, Employment Department, Y. W. C. A., to ascertain wages paid and working conditions of women in Grand Rapids.

Miss S. Dougherty, from the Mount Holyoke Course, relative to position in the Detroit District.

### 3. Special Work

The work done in Grand Rapids was at the request of Miss Van Kleeck, Women in Industry Service, Washington, who desired a report on the wages paid, as it was reported to her as a low paying center, and also that the Government regulations regarding time and one-half for overtime were not being adhered to. Report being compiled for Miss Van Kleeck.

## VI. Philadelphia District Office - Miss Louise Cornell in charge

### 1. Plant Work

Bethlehem Loading Company's plans made for employing a number of women and placing a woman in charge.  
Henry Diston & Sons. Follow-up work was done in the department for women organized last August.  
Request for exemptions from state labor laws  $\frac{1}{2}$  Worthington Pump & Machine Corporation. Preparation of case for relaxation of state labor law in the case of this company is under way.

## ARSENALS

### I. Frankford Arsenal - Miss Jeanne Hughes in charge

1. No report received.

### II. Rock Island Arsenal - Miss Helen Bryan in charge.

#### 1. WAGES

Equal pay for equal work has been to the fore. The introduction of women into the shops at a rate higher than that paid the girls in the office has caused dissatisfaction among the office employees. The direct replacement of men by women in the shops has also brought up the question of equal pay. To date no satisfac-

tory action has been taken. It is recommended that in individual cases adjustments may be made so that girls may receive adequate compensation for work done, and that where women replace men in the offices they be given the same pay which the men receive.

III. Watertown Arsenal - Miss Margaret Elliott in charge.

1. Operations new to women at arsenal.

A study has been made of shop conditions and machine processes with a view to the introduction of women in the arsenal shops. At present there are no women employed in the shops. The survey shows that women are fully competent to handle unassisted some of the machine processes on the system. In addition there are long processes which women can operate if the setting up work is handled by men.

2. Service Arrangements.

The newer shops are already equipped with sanitary facilities for women. In the older shops such provisions have not yet been made.

IV. Watervliet Arsenal - Miss Mildred Trilling in charge.

1. Labor Supply.

Several hundred women have been interviewed this week regarding applications for work.

2. Physical Working Conditions.

Several hours each day have been spent in studying shop conditions.

3. Service Arrangements.

The question of seats for some of the women working on certain machines has been several times taken up without success. This matter has now been referred to Colonel Kettler, Commanding Officer. Employees are using common drinking cups. Paper drinking cups should be installed throughout the arsenal as soon as possible.



Uniforms ordered from the Sweet-Orr Company have been received by the local firm this week.

Clara M. Tead,  
Acting Director, Women's Branch,  
Industrial Service Section.

Report

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September 13, 1918.

From: Clara M. Tead, Acting Director of Women's Branch,  
Industrial Service Section.

To: Major B. H. Gitchell, Chief Industrial Service  
Section.

Subject: Work of Women's Branch, Industrial Service Section,  
for week ending September 4th.

DISTRICT OFFICES

I. Boston District Office - Mrs. Clara M. Tead in charge.

1. Plant Work

New Home Sewing Machine Company. Conference concerning the introduction of women on small arms in the manufacture of 155 m/m shells.

Gorham Mfg. Company. Conference concerning a new schedule of hours and transportation problems involved.

2. Labor Law Exemptions

U. S. Cartridge Company. A conference with the General Superintendent concerning the exemption from the Massachusetts law prohibiting the employment of women at night.

3. Conferences

Conference with Miss Mary Wiggin of the Consumers' League concerning matters reported by her in regard to the U. S. Cartridge Co. and the American Steam Gauge & Valve Co.

Interviews with Miss Foley and Miss Baker regarding sponsors for War Emergency Course for employment managers.



II. Chicago District Office - Miss Amy Hewes in charge.

1. Plant Work

American Tube Company. An inspection was made at the request of the U. S. Employment Service. Working conditions for women employes are not good and changes were recommended.

Winslow Bros. Miss Knowlton is continuing the study of the work of women on heavy duty lathes.

National Cash Register Company.

Dayton Industrial Institute.

Standard Forgings Company. An expert in institutional economics was called in to advise in regard to the installation of equipment in the lunch room for women.

2. Special Work

A member of the staff was sent to Cincinnati and Dayton to see the actual operation of training schools.

Information on certain safety and sanitation problems has been secured for several firms at their request.

At the request of the Wisconsin Industrial Commission, the Supervisor addressed the Wisconsin Deputies, discussing the inspection work in plants having Ordnance contracts.

3. Conferences

Miss E. L. Nelson of the Emerson-Brantingham Company, Minneapolis, wished information which would be of assistance in the proposed employment of women by this Company.

Mrs. Balas, U. S. Employment Service.

Mr. E. J. Clark, Ammunition Manager, Production Division.

Mr. Wallach, Production Engineer.

III. Cincinnati District - Miss Edith Campbell in charge.

1. Plant Work

Peters Cartridge Company. A three weeks' study undertaken at the request of the Company

and of Mr. Gale, the Ordnance representative in the plant, has been in progress. Miss Adams has been making a study of the causes of absenteeism and turnover among women employees and has suggested steps to check these evils. The recommendations have been accepted and the Women's Branch has been asked to secure an employment manager.

## 2. Conferences

The Supervisor spent four days in Columbus at meetings and conferences with the State Advisory Committee and the State Director of the Employment Service.

Miss Dietrich of the Chicago District conferred regarding the training of women in Cincinnati District.

## IV. Cleveland District Office - Miss Mary Gilson in charge.

### 1. Plant Work

Dill Mfg. Company. Mr. Bronson and Mr. Williamson have conferred about installing an employment manager in their plant.

Standard Parts Company. At the request of the Production Manager a visit was made to the plant, where a large number of women will be introduced when the draft affects the supply of men. The Company plans to employ one of the graduates of the Government course in employment management.

### 2. Conferences

The Supervisor spoke to the Production Managers Group at the Chamber of Commerce, offering her services to plants holding Ordnance contracts. Many interviews were held with students of the Cleveland Course in Employment Management and with Captain Boyd Fisher regarding employment management courses.

The Supervisor addressed the Employment Managers Group and the Production Managers Group on "The Introduction of Women into Industry with the Idea of Maintaining Production and Conserving the Health of Workers during War Times."



3. Staff

Miss Ruth Reticker was added to the staff August 29th.

V. Philadelphia District Office - Miss Louise Cornell in charge.

1. Plant Work

Abrasive Company. A survey was made regarding the possibility of using women more extensively in the manufacture of grinding wheels. |||

2. Labor Law Exemptions

Investigations of the requests of Bethlehem Steel Company and Midvale Steel & Ordnance Company were continued. Conferences were held in Washington regarding these two cases.

No report received from the Detroit District Office - Miss Charlotte Hine in charge. *see last page.*

ARSENALS

I. Rock Island Arsenal - Miss Helen Bryan in charge.

1. Labor Supply

The number of applications on file for shop work to date is 2,777.

2. Operations new to Women

The first woman motorcycle driver has been employed as messenger.  
A forelady has been employed for shop DL. She is undergoing two weeks' preliminary training previous to the employment of women in this shop.

3. Uniforms

A uniform is to be provided by the girls in the harness shop. This consists of a dark skirt, a white shirtwaist and a shop apron and cap.

4. Contact with outside Organizations

At the request of Colonel Thompson through Mrs. Rantoul, the matter of housing has been taken

up. Conferences have therefore been held with Miss MacFarquar of the Lend-a-Hand Club of Davenport and other parties. There is no doubt but that the matter of securing rooms is serious.

The girls of the Rock Island Arsenal gave a dance at the Davenport Arsenal Workers' Club for the boys from Davenport and Scott Counties who are in the next draft.

II. Watervliet Arsenal- Miss Mildred Trilling in charge.

1. Employment of Women

Six women have been employed for inspection work.

They are working nine hours a day, 7:00 A. M. to 5:00 P. M., and are paid 35 cents an hour.

Two women have been employed to do relief work on cranes. They relieve any one of the operators who for any reason is tired or wishes to leave her machine. The crane operators are now given a ten-minute recess both morning and afternoon.

2. Service Arrangements

A new rest room has been opened in the old gun shop.

No report received from Frankford Arsenal.

Clara M. Tead,  
Acting Director, Women's Branch,  
Industrial Service Section.



Detroit District Office - Miss Charlotte Hine in charge.

1. Work in Plants

American Car & Foundry Company. Visit made at the request of Mrs. Rantoul, to investigate their system of equal pay for equal work.

Lincoln Motor Company. Visit made at the request of Mrs. Rantoul, to investigate their system of equal pay for equal work.

2. Conferences

Justine Klotz, Division on Work for Foreign Women,  
War Work Council, National Board, Y.W.C.A., New York.  
Mrs. Bilodesu, Maxwell Motor Company - Oakland Plant,  
reports unsatisfactory conditions among the girls.

Report

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September 7, 1918

From: Clara M. Tead, Acting Director of Women's Branch,  
Industrial Service Section

To: Major B.H. Gitchell, Chief of the Industrial Service  
Section

Subject: Work of Women's Branch, Industrial Service Section,  
for week ending August 28th.

DISTRICT OFFICES

I. Boston District office - Mrs. Clara M. Tead in charge

1. Plants Visited

Worcester Pressed Steel Co.  
S.A. Woods Machine Co.

2. Special Work

- (a) Conferences with Major Lyford and with Miss Sleeper, Exec. Secretary of the Women's Branch of the Machinists' Union, Lowell, Mass., concerning night employment of women at U.S. Cartridge Co. and the advisability of using women on two day shifts instead.
- (b) Conferences with Mr. Mulready, Chairman of the Mass. War Emergency Industrial Commission, concerning the requested permit of the N.E. Westinghouse Co.

II. Chicago District Office - Miss Amy Hewes in charge

1. Plants Visited

Winslow Bros., Chicago. Miss Knowlton is making a study of the work on the heavy duty lathe.

American Cutlery Co., Chicago. Inspection made at request of Capt. Humphries, of the Industrial Service Section.

Illinois Tool Works. Visited for the purpose of securing information regarding methods of training.

2. Conferences

Mr. Parker of American Steel & Machinery Co. Chicago, with regard to safety measures.

Miss Alice Henry, Women's Trade Union League regarding plans for exhibiting at U.S. War Exposition.



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3. Special and Follow-up Work

Rates of pay for women welders at the McCord Company, West Pullman, Ill., taken up with Production officers. Request for recreational facilities for soldiers driving trucks. at Four Wheel Drive Auto Co. Referred to War Camp Community Service. Gathering information about the solution of various safety and sanitation problems.

III. Cleveland District Office - Miss Mary Gilson in charge

1. Plants visited

Dill Manufacturing Co., Cleveland. Visited at the request of Mr. Wadsworth, Production Department, in regard to employment of women on new operations. Plant officials agreed to employ graduates of Employment Managers' Course at the University of Rochester.

2. Conferences

District Chief, in regard to employment of a woman as special director of girls and women in Cleveland District office. Miss Anna J. Delspey employed to interview applicants and do follow-up work. Interviews with candidates for employment management. Interviewed number of members of the Cleveland Course in regard to future placement. Interviewed number of people who are contemplating entrance into field of employment management, and dissuaded those seemingly unfit for the work.

3. Special Work

Two days spent in Cincinnati with Miss Campbell helping to establish course in employment management at University of Cincinnati. Visited several managers of factories and spoke at Cincinnati Chamber of Commerce meeting. Captain Fisher has arranged for beginning school October 1st.

Districts from which reports were not received:

Philadelphia  
Cincinnati  
Detroit

## ARSENALS

### I. Rock Island Arsenal - Miss Helen Bryan in charge

1. Conferences with Col. McCrum in regard to use of available man power at Arsenal on jobs best fitted for them, and replacement by women.
2. Girls put on various machines in the Arsenal within the last week. The difference between the minimum paid to women in the shops and women in the office has caused dissatisfaction among the office girls. Action is being taken on the matter to bring about an adjustment.
3. Plan vestibule school for office employees.
4. Recommended more adequate toilet and dressing rooms for women in harness shop.
5. Ordered uniforms and special shoes for girls to be employed at ammunition plant.
6. Employed matron to replace Mrs. Lilly in main office and one for equipment shop. Both are experienced graduate nurses.
7. Investigated facilities of local laundries for laundering uniforms. Have about decided to have the girls launder their own uniforms.
8. Increased activities of this branch have brought about the need for another assistant and more office room. Miss Dopp, assistant, is to go to the University of Wisconsin, and to be replaced by Miss Ströckand.

### II. Watervliet Arsenal - Miss Mildred Trilling in charge

#### 1. Housing

In view of Col. Thompson's complaint that he did not find housing conditions for Watervliet Arsenal workers, specially for women, what they might be, this matter has been taken up with the Housing Committee and the following facts ascertained:

- (a) 75 women employed in the shops all living in their own homes.
- (b) Practically the entire working force of 200 women living in their own homes. There are a few exceptions.



Col. Munroe agreed that he did not feel there was any housing problem for women at this Arsenal. It would be safe to say that approximately 1000 additional women who are living in their own homes in nearby towns, could be secured.

2. Wages

The increase in wages from 30¢ to 33¢ minimum became effective August 24th. This does not apply to women in the tool cribs since Co. Converse did not feel that the work warranted the raise.

3. Conferences

With Director of State Employment Bureau in regard to securing highschool graduates for inspection work under Capt. Dudley. Out of 600 applicants on file only a small number are highschool graduates.

4. New arrangement with Mrs. Thomas as forewoman in the shops under Mr. Talbot, and with charwoman in charge of rest room and toilet, working out very satisfactorily.
5. Because of complaints from girls that they were worn out with standing continuously, stools have been ordered for certain of the machines.

No report received from Frankford Arsenal.

CLARA M. TEAD  
Acting Director, Women's Branch  
Industrial Service Section

August 30, 1918

383

From: Clara M. Tead, Acting Director of Women's Branch Industrial Service Section

To: Major B.H. Gitchell, Chief of the Industrial Service Section

Subject: Work of Women's Branch, Industrial Service Section, for the week ending August 21, 1918.

DISTRICT OFFICES

I. Boston District Office - Mrs. Clara M. Tead in charge

1. Conferences

Mrs. Tead and Miss Wunder reported in Washington the first half of the week of August 19. Conferences were held with Major Gitchell, and Miss Van Kleeck regarding labor law exemptions.

2.  
II. Chicago District Office - Miss Amy Hewes in charge

1. Work in plants

L. Wolff Mfg. Co., Chicago. Visit made at request of Ordnance Inspection Officer.

Four Wheel Drive Auto Co. Visit made at the request of the firm.

Gisholt Machine Co. Visit to secure information regarding the training of their employees.

United Mfg. & Distributing Co.  
Word has been received from the inspection officer in charge that overtime for government inspectors is to be discontinued in the plant.

American Steel & Machinery Co. Recommendations have been made with reference to their plans for employing a large number of women.

Standard Forgings Co. Plans for a cafeteria for women building were furnished the company and have since been adopted.

2. Conferences

Mrs. Arthur Cox, Indiana Industrial Board  
Miss Tracy Copp, Wisconsin Industrial Commission  
Capt. Boyd Fisher, Employment management Division, War Industries Board.  
Mrs. Robert McCall, Chicago Y.W.C.A.  
Miss Dunning, Chicago office of U.S. Employment Service



3. Special Workk

Arrangements have been made by the Standard Forgings Company to allow the woman in charge of the employing of women to take the course for Employment Managers.

III. Cleveland District office - Miss Mary Gilson in charge.

1. Plant Work

Elyria Iron & Steel Company. The manager of the company asked assistance of the Women's Branch in determining operations upon which women could be employed. The Vice-President of the Company asked that a visit be made to go over the problem of making arrangements for employing women on night shift.

Western Automatic Machine Screw Co. Visit made to study the operations now being performed by women.

2. Conferences

Captain McTyer of the Industrial Service Section  
Mr. Hollenback, Production Managers Group, Cleveland Chamber of Commerce.

Conference of Field officers and workers called by Mr. Scobell.

3. Special Work

Investigation of Elyria office made at the request of the Cleveland Production Division, in order to determine necessity for further housing.

IV. Cincinnati District office - Miss Edith Campbell in charge

Report not been received.

V. Detroit District Office - Miss Charlotte Hine in charge

Report not been received.

VI. Philadelphia District Office - Miss Louise Cornell in charge

1. Plant Work

Worthington Pump & Machinery Co. This company is increasing and is planning still further increase in number of women employed.

North American Motors Co. Survey made to determine advisability of adapting certain machine processes

to capacity of women, showing that it was inadvisable to attempt it in this plant.

Armstrong Cork Company  
Woodbury Loading Company. Employment department is being organized by Miss Greely of the Women's Branch.

International Fabricating Company. Safety work is being continued.

## ARSENALS

### I. Frankford Arsenal Miss N.M. Reeder in charge; Miss Hughes assistant.

#### 1. Conferences

Miss Reeder reported in Washington the first part of the week of August 19. Conferences were held with Major Gitchell, Mrs. Tead, Miss Bryan of Rock Island Arsenal, and Col. Thompson.

### II. Rock Island Arsenal Miss Helen Bryan in charge.

#### 1. Conferences

Miss Bryan reported in Washington the first part of the week of August 19th. Conferences were held with Major Gitchell, Mrs. Tead, Miss Reeder, Col. Thompson, and Captain Blunt.

In New York Miss Bryan interviewed person who might assist her at Rock Island.

### III. Watervliet Arsenal Miss Mildred Trilling in charge

#### 1. Wages.

To date women have been paid at the rate of 30¢ an hour. Although some of them have been employed from April and May no women have been raised. A new rate, however, has just been put into effect which establishes 33¢ an hour as a minimum for both men and women.

#### 2. Labor Supply

It has been arranged to make 18 years the minimum age for both men and women employed at Watervliet.

#### 3. Operations new to Women Employed at Watervliet

Six women for inspection work in gun shops have been requested.



4. Hours for men

Men are now being employed ten hours on day shift;  
eleven hours on night shift.

Hours for women

Shop Orders #615 issued by Col. Munroe establish a  
ten hour day for women crane operators, tool crib  
attendants, truck operators, and machine operators,  
making a ten hour day for practically all the women  
now employed at the Arsenal.

CLARA M. TEAD

Acting Director, Women's Branch  
Industrial Service Section

CMT/afl



August 16, 1918.

From: Clara M. Tead, Acting Director of Women's Branch, Industrial Service Section.

To: Major B. H. Gitchell, Chief of Industrial Service Section.

Subject: Work of Women's Branch, Industrial Service Section for the week ending August 7, 1918.

A DISTRICT OFFICER.

I. Boston District Office - Mrs. Clara M. Tead in charge

1. Work in Plants
  - (a) Gray & Davis: job studies and specified rerouting.
  - (b) Study of whole labor supply situation in Lowell, Mass.
2. Requests for exemption from state laws:
  - (a) United States Cartridge Company. Night shift for women.
  - (b) The Sterling Motor Car Company. Night shift for women.
  - (c) American Steam Gauge Company. Shorter lunch period.

II. Chicago District Office - Miss Amy Hewes in charge.

1. Work in Plants.
  - (a) Standard Forgings Company: work with Increased Facility.
  - (b) Section District Office: inspection was made and plans for women's building secured. Women's Branch was instrumental in having the present women in the employment department sent to the Government Emergency course for training employment managers.
  - (b) Zenite Mfg. Co., Indianapolis: an investigation was made of violation of state labor laws and report sent to Washington.
  - (c) McCord & Company, West Pullman, Ills. Study made of acetylene welding by Miss Fisk who worked at the welding three days.

III. Cincinnati District Office - the appointment of Miss Campbell has only just been made.



IV. Cleveland District Office - Miss Mary Gilson in charge.

1. Work in Plants.

- (a) Western Cartridge Company, Alton, Ohio. Miss Gilson organized the employment work and established a woman who will remain permanently in charge of this work.

V. Detroit District Office - Miss Hine in charge.

1. The appointment of Miss Hine is so recent that no plant work has been done as yet.

VI. Philadelphia District Office - Miss Louise Cornell in charge.

1. Work in Plants.

- (a) Hess - Bright & Company  
 (b) Fox Gun Company (2 plants)  
 (c) Stanley G. Flagg  
 (d) Tullytown Bag Loading Plant (2 visits)  
 (e) Henry Disston & Sons - a personnel department was organized by Miss Greely  
 (f) Fayette R. Plumb

2. Special Work.

- (a) Report made "On the Industrial Situation in Erie, Pa." The investigation was made at the request of the Cleveland District Ordnance Office.

3. Exemptions from state labor laws.

- (a) Dupont & Company requested an exemption from the Delaware law for their Brandywine plant to permit a second shift of women until 11 P.M.

B ARSENALS.

I. Frankford Arsenal - Miss N. M. Reeder in charge of conditions of work for women.

1. Personnel

- (a) Miss Jeannie Hughes reported for work at the Arsenal August 5th. She has taken over entirely the employment work.

2. Labor Supply

- (a) The opening of the Federal Employment office on Frankford Avenue is expected



to be of great assistance in giving better service than has been possible from the offices in town.

### 3. Service Plans.

- (a) The women's canteen has started to serve sandwiches.
- (b) It is suggested that hot coffee be sold to the men. This suggestion is being followed up.

### 4. Cooperation with outside agencies.

- (a) The War Camp Community Service spoke at noon time to tell the women of the opportunity for week end parties which the War Camp Community Service offers.

## II. Rock Island Arsenal - Miss Helen Bryan in charge of conditions of work for women.

### 1. Labor Supply.

- (a) Applications of 2243 women are on file for shop work. During July 400 applications of women for shop work were filed.

### 2. Operations new to women employed at the arsenal

- (a) In the harness shop 252 women are employed on power sewing machines sewing haversacks, first aid kits, and following miscellaneous preparatory processes in the sewing room.
- (b) In the Armory 57 women are inspecting rifle parts and burring components.
- (c) In the Equipment Shop six women are inspecting small metal parts.
- (d) In the Tool Shop twelve women are serving in the tool crib.
- (e) Requisitions for women as machinists will not be filled until an agreement has been reached between the Arsenal and the Machinists Union as to the need of putting them on this work, and until the rate of pay is fixed.
- (f) In the Ammunition Loading Plant a study of processes has been made, and it has been decided to employ women in the assembling of the Mark V French type fuze.

### 3. Service Plans.

- (a) Use of first aid kits has been explained to matrons all of whom have had some hospital training and who will be in charge of this work.



4.

(b) Dressing rooms of adequate size are being provided in shops employing women. A new rest room and toilet room has been built for the girls in Storehouse A.

4. Cooperation with outside organizations.

(a) The War Camp Community Service has been interested in meeting the recreational needs of the women employed in the arsenal.

III. Watervliet Arsenal.- Miss Mildred Trilling in charge of conditions of women's work.

1. Labor Supply.

(a) All women's applications on file are being rated and a list of eligibles prepared.

2. Hours of work.

(a) Women are being employed until August 15th for ten hours pending a decision from Washington, as crane drivers, tool crib attendants, and truck drivers.

3. Wages.

(a) Unskilled women laborers are being paid 30 cents per hour,- the same rate as that paid unskilled men laborers.

4. Service Plans.

(a) A woman responsible to Miss Trilling is now cleaning all rest rooms and toilets used by women.

Clara M. Tead,  
Acting Director, Women's Branch,  
Industrial Service Section.



~~15~~  
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WAR DEPARTMENT  
COMMISSION ON TRAINING CAMP ACTIVITIES  
WASHINGTON

JAN 17 1919

LAW ENFORCEMENT DIVISION  
SECTION ON WOMEN AND GIRLS

January 15, 1919.

Miss Mary Van Kleeck, Director,  
Woman in Industry Service,  
U. S. Department of Labor,  
Washington, D. C.

My dear Miss Van Kleeck:

Your letter of January 9th, addressed to Miss Denman, has come to my attention. Miss Denman is at present engaged on a special piece of work in another department. As I was working out the details of the plan for regulation of the employment conditions of women in military areas when your letter came, I was much interested in your comments.

I think you have misunderstood Miss Denman's letter which accompanied the copy of her report sent to you. You say, "I am somewhat surprised to note your statement that with the cessation of war no action is necessary." On referring to the carbon of Miss Denman's letter I find that her statement was as follows, "Since the cessation of war makes the adoption of the plan unnecessary, no action has been taken." She was then referring to the organization of a Women's Army Auxiliary Corps.

As a matter of fact, steps were taken soon after to devise a plan applicable to the new conditions. On December 2nd Mr. Fosdick forwarded to Dr. Keppel a set of recommendations prepared by Miss Denman. These have been approved, and we are this week issuing instructions as to procedure and methods to our field staff. We regret, as you do, that action was not taken earlier. However, I am sure you will be interested to know that the reports of our workers in the field indicate that the working conditions in the camps are not essentially worse or any more alarming than those which obtain in many large industrial centers, nor do they bear out the popular rumors of demoralizing conditions resulting from the discharge of large numbers of women. We are not, however, allowing the lack of spectacular abuses to deter us from going ahead with a program which, we hope, will result in the adoption of proper standards of present employment and the transfer to other employment of these women as fast as they are released.

Miss Denman, herself, no doubt, will write you when she returns to the Commission.

Sincerely yours,

*Henrietta Additon*

Assistant Director.

HA:L



Plans as to Women after the War

362-14

All communications should be accompanied by carbon copy and addressed to

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF ORDNANCE  
PRODUCTION DIVISION  
WASHINGTON

ET/bnw

To insure prompt attention,  
in replying refer to

*MS* No. *231.65/60*  
Attention of

November 9, 1918.

NOV 11 A.M.

OD-5845

From: Ordnance Office, Industrial Service Section,  
Women's Branch.

To: Miss Mary Van Kleek,  
Women in Industry Service,  
U. S. Department of Labor.

Subject: Placement of Labor.

I am inclosing a letter from Miss Mary Gilson  
which will answer question asked in your letter of October 22.

Clara M. Tead,  
Director, Women's Branch.

*Edna Thuner*

1 Incl. ✓

By: Edna Thuner.



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ML 324.72

MG:AT

Mary Gilson

November 6, 1918.

From: Pittsburgh District Ordnance Office, Industrial Service Section.

To: Administration Section, Industrial Service, Ordnance Department, Washington, D. C.

Attention: Mrs. Clara M. Tead, Director Women's Branch.

1. I discussed with Mrs. Iams this morning the statement which she made to Miss Van Kleeck (see Enc. #1).

2. Mrs. Iams claims that she drew her conclusions from a letter which Mrs. Kerschner sent to her on October 15th in response to a telephone request for statistics on the number of women employed in ordnance plants. (Enc. #2) The note contains the statement that the Ordnance Department had received "requests" from contractors. Mrs. Kerschner tells me that she meant to say that in the replies to the questionnaire which was sent out by the Ordnance Department there were twenty-four (24) contractors who made statements concerning the probable future use of women in their plants.

3. Mr. Jenkins tells me that there has been only one definite request for women and that he referred this request to the U.S. Employment Service at once. He believes very fully, of course, in the use of the U.S. Employment Service as a clearing house and says that he did not think of attempting to do any placing himself.

4. Captain Barr of the Personnel Division has at times employed in Civil Service positions in factories, people who have applied to him for clerical work in the Ordnance Department. This is the only placement work which has been done by the Pittsburgh Ordnance Office.

By direction of District Chief.

V. C. Jenkins,  
Manager, Industrial Service Section

By: Mary Gilson  
Supervisor Women's Branch.

Ms 231.65/51 em 1

October 22, 1918.

Mrs. Clara M. Tead, Director  
Women's Branch, Ordnance Dept.  
Washington, D.C.

My dear Mrs. Tead:

We have just received a letter from Mrs. Franklin  
P. Iams, Superintendent of the United States Employment office  
in the Pittsburgh District, which contains the following paragraph:

"It may also be of interest to you to note (which  
you of course know) that the Ordnance Department  
also makes placements of women - without any inter-  
change between this office and theirs (save of  
course a courteous friendliness). They have placed,  
they tell us, several thousand, and have pending  
requests for five thousand more. Concerning these  
placements we have no data. Do you not think a  
central clearing system should be established for  
all placements? How else can accurate information  
as to names and actual placements be secured?"

Do you know whether this is an accurate statement?

Sincerely yours,

Mary Van Kleeck, Director  
Woman in Industry service.

MVK/ALL



War Dept

1624  
383

January 25, 1919.

Miss Charlotte Hine,  
419 Washington Avenue,  
Bay City, Michigan.

My dear Miss Hine:

Miss Van Kleeck has asked me to thank you for your kindness in writing us concerning the speakers in Michigan. We have gotten in touch with Mr. Carl Young and are hoping that he will attend the Indianapolis meeting.

Sincerely yours,

L.

Secretary to Miss Van Kleeck.

162  
JAN 17 1919

419 Washington Ave.,  
Bay City, Michigan.

My dear Miss Van Kleeck -  
Unfortunately I have been  
ill since the completion of  
my work and have done  
nothing at all for labor  
legislation. As I expect to  
leave next week for New  
York to be away several  
months, I shall suggest to  
Mrs. Farrell - Pres. of the  
Michigan Equal Suffrage League  
that she get in touch with



you in formulating plans  
for labor legislation. When I  
last saw her she had not yet  
appointed her legislative  
committee.

Thanking you, I am,  
yours sincerely,  
Charlotte Hine.

Jan. 15-1919.

419 Washington Ave.,  
Bay City, Michigan.

My dear Miss Van Rieck-  
your telegram sent me  
in Detroit was forwarded to  
my home. Last night I sent  
you a reply which I wish to  
supplement.

Mr. Carl Young, Representative  
-at Lansing, Michigan from Tusbeco  
is President of the Michigan  
Federation of Labor. At the  
present session of the legislature  
he will introduce bills providing  
more adequate legislation for  
the protection of women in  
industry.

As an alternative I suggest,  
Claude Taylor, Editor of



three labor papers in the State  
and formerly President of the  
Michigan Federation of Labor. He  
also drafted & corrected the  
Michigan Workmen's Compensation  
Laws.

I have never heard either  
of these two men speak but  
they have excellent reputations  
- as forceful men and both are  
thoroughly conversant with the  
labor situation in this State.

I am at a loss to  
suggest a woman qualified  
to speak. Of course Dr.  
Caroline Bartlett Crane of  
Kalamazoo is perhaps the  
foremost figure in Michigan  
but her interest has never  
been along industrial lines

She held the position of  
Chairman for the State in the  
Council of National Defense.  
I do not consider her a forceful speaker.  
It is quite likely that  
either Mr. Young or Mr. Taylor  
could suggest a woman speaker  
to you or perhaps Mrs.  
Farrell, Pres. of the Michigan  
Equal Suffrage (135 Farmer St.  
Detroit) could recommend a  
person qualified to represent  
us.

Have you asked Miss  
Haley of the U.S. Employment  
Service, Detroit. Tho I have  
never heard her speak in  
public I consider her very  
efficient and well versed  
on the situation in Michigan.

Regretting that I am of no  
greater service to you, I am  
Yours sincerely  
Charlotte Hine

Jan. 10 - 1919.



Work for Legislation  
in Michigan After the War  
Regional Conference #5 States

TELEGRAM

DEPARTMENT OF LABOR

142  
GOVERNMENT RATES  
383

OFFICIAL BUSINESS

FROM

~~W~~ Bureau of Industry Service

Washington,

January 8 1919

~~Miss Charlotte Mine~~  
District Ordnance Office  
Book Building  
Detroit Michigan

At important conference in Indianapolis January twenty ninth four neighboring  
states will be represented to outline their programs for labor laws stop  
Can you suggest able speaker to represent Michigan stop Wire our expense

Mary Van Kleeck

CHARGE DEPARTMENT OF LABOR, APPROPRIATION FOR "-----"



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383

**WAR DEPARTMENT**  
**DETROIT DISTRICT ORDNANCE OFFICE**  
**INDUSTRIAL SERVICE SECTION**  
**BOOK BUILDING**

DETROIT, MICH., Dec. 5th, '18 19

**From:** Miss Charlotte Hine, Supervisor Women's Branch,  
Industrial Service Section,  
**To:** Miss Mary Van Kleeck, Director,  
Woman in Industry Service, Washington, D.C.  
**Subject:**

DEC 9 1918

My Dear Miss Van Kleeck:-

As I have been very busy making out my final report for Mrs. Tead, I was unable to meet you in Chicago November 23rd to 26th. I regret this very much as it would have given us an opportunity to talk over the matter of legislation in this State.

As yet I have not heard from Miss Peterson, but would be very glad if she would visit here. I think ~~that~~ it is not an opportune time for her to come to Michigan, but later when we have formulated plans, her assistance will be invaluable.

I communicated with Prof. John R. Commons of the Wisconsin University and he has referred me to Prof. Leiserson of Toledo and to Mr. F. H. Croxton, Columbus, O., formerly statistician of the Ohio Industrial Commission. He thinks that these men could guide us and tell us the proper procedure. I will communicate with you again as soon as this work has progressed.

Thanking you, I am,

Sincerely yours,

*Charlotte Hine*  
CHARLOTTE HINE,  
Supervisor Women's Branch,  
Industrial Service Section.

~~162~~  
383

January 9, 1919.

My dear Miss Hine:

I have telegraphed you today asking for a suggestion of a good speaker from Michigan who could take part in a conference which is being planned in Indianapolis the end of the month. At the request of the Governor we have made a brief survey there, preparatory to a program for labor legislation for women which is being worked out by local groups. These groups are planning a series of meetings which will serve to interest the people of Indiana in the need for better labor legislation. One of these meetings is to be a luncheon at which there will be representatives of Ohio, Kentucky, Illinois and Michigan, outlining their own programs for labor legislation. We believe that the meeting can be made of service not only in Indiana but to the neighboring states.

I hope that your plans for labor legislation in Michigan are progressing well. I would suggest that you feel free to call upon us for help in the initial details of the plans rather than to wait until they are formulated, since we might be able to save you some time and trouble. I have heard from your Department of Labor that an eight hour bill is under consideration and I hope that this means you have been successful in securing cooperation. Let us know if we can assist you in any way.

Sincerely yours,

Mary Van Kleeck, Director  
Woman in Industry Service.

MVK/L

Miss Charlotte Hine,  
Detroit District Ordnance Office,  
Book Building, Detroit, Michigan.

*War Dept*



383  
H62

November 21, 1918.

Miss Charlotte Hine,  
Detroit District Ordnance Office, W. H. Hest  
Industrial Service Section,  
Book Building,  
Detroit, Michigan.

My dear Miss Hine:

I am very glad to have your letter and to know that you are interested in working actively for more adequate legislation for women in industry in Michigan. We are just now planning some work in Indiana at the request of the Industrial Commission, working toward the strengthening of the labor laws of the state. The result will, I am sure, be useful to you in Michigan, but we should also be glad to be of more direct service if that proves possible.

I am asking Miss Agnes Peterson of our staff who came to us from the Minnesota Department of Labor to write to you. It may be that Miss Peterson could go to Michigan when her work in Indiana is completed in order to advise with you on this subject.

We have in mind cooperation with the local agencies in the development of more uniformity in state labor laws, although of course it is necessary that action should be taken according to the needs of the state in question.

We are also planning some exhibits of women's work which may be of service in showing standards which should be adopted, and it is possible that we can assist you in Michigan in that way. I shall be in Chicago from November 23rd to 25th, staying at Hull House. If there is any chance of your being there at that time I shall be very glad indeed to talk the whole matter over with you.

Sincerely yours,

Mary Van Kleeck, Director,  
Woman in Industry Service.

MVK:P

NOV 19 A.M.

WAR DEPARTMENT  
DETROIT DISTRICT ORDNANCE OFFICE  
INDUSTRIAL SERVICE SECTION  
BOOK BUILDING

162

DETROIT, MICH., ~~Nov. 16th, '18~~<sup>19</sup>

*From:* Miss Charlotte Hine, Supervisor Women's Branch,  
Industrial Service Section,  
*To:* Miss Mary Van Kleeck,  
In Charge of the Women in Industry Service,  
*Subject:* Department of Labor,  
Washington, D. C.

My Dear Miss Van Kleeck:--

As a result of my work in this District, I have dediced to devote some of my energies in an endeavor to obtain more adequate legislation governing the conditions under which women work in industry. I feel that we have some hope of success since the women of Michigan have been granted Suffrage.

Has your Division formulated any standards that we could use as a basis for our work, or would it be better for us to follow along the lines of the Wisconsin and Massachusetts's Commission?

I would appreciate very much anyr assistance and co-operation that your Division can give me.

Very truly yours,

*Charlotte Hine*  
CHARLOTTE HINE,  
Supervisor Women's Branch,  
Industrial Service Section.



H07

WAR DEPARTMENT  
DETROIT DISTRICT ORDNANCE OFFICE  
INDUSTRIAL SERVICE SECTION  
BOOK BUILDING

DETROIT, MICH., August 29th, 1918.

*From:* Miss Charlotte Hine, Women's Branch, Industrial Service Section.  
*To:* Miss Mary Anderson, Assistant Director, Women in Industry,  
Washington, D.C.  
*Subject:*

My dear Miss Anderson:-

1. In my letter of August 14th, addressed to the Committee on Public Information, I had in mind the Federal Eight Hour Law for men. I had been advised to secure this in order to familiarize myself with its terms. I was glad to receive the information from you that it had been suspended in many instances since the War.

2. I was greatly interested in knowing that the Women's Trade Union League will attempt to introduce a bill into Congress for the eight hour day for women. I hope that their efforts will be successful.

3. I also wish to thank you for the copies of General Orders #13.

Very truly yours,

*Charlotte Hine*

CHARLOTTE HINE,  
Women's Branch,  
Industrial Service Section.

CH/B

383  
~~162~~

August 21, 1918.

Miss Charlotte Hine,  
Women's Branch, Industrial Service Section,  
Detroit District Ordnance Office,  
Detroit, Michigan.

My dear Miss Hine:

Your letter of August 14th addressed to the Committee on Public Information has been referred to this Service for attention.

Do you mean the federal eight-hour law for women? If so the Women's Trade Union League, through its legislative committee had Representative Keeting and Senator Johnson introduce a bill in this congress, but owing to the supreme court decision declaring the child labor law unconstitutional, this law was not pressed in congress, as it was drawn after the child labor law. Now we shall have to wait for the introduction of the new child labor bill and let that have right of way in congress.

Some years ago there was an eight-hour law passed for women working for the government and on government contracts, and I believe that since the war in several instances this law has been suspended. At least it is not being lived up to.

Of course you know General Orders #13 and the Quartermaster's Order #18, and also the War Labor Board have declared for a basic



eight-hour day, and all the awards in labor controversies given by the War Labor Board have included in them the basic eight-hour day with time and one-half for overtime, and it is safe to say that these are the government standards.

I am sending under separate cover copies of the General Orders #17, ~~Quartermaster's Order #18~~, and the suggestions of the War Labor Board.

With best wishes, I remain,

Sincerely yours,

Mary Anderson,  
Assistant Director,  
Woman in Industry Service.

TELEPHONE:  
CADILLAC 7680

*Mary Van Kleeck  
604 Curay Bldg  
Khr*

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WAR DEPARTMENT  
DETROIT DISTRICT ORDNANCE OFFICE  
INDUSTRIAL SERVICE SECTION  
BOOK BUILDING

DETROIT, MICH., August 14th, 1918.

**From:** Miss Charlotte Hine, Women's Branch, Industrial Service Section  
**To:** Committee on Public Information, Service Bureau,  
15th & G Streets, N. W.,  
Washington, D.C.  
**Subject:**

1. Kindly send me about twelve copies of  
the Federal Eight Hour Day Law.

COM. ON PUB. INF.  
**RECEIVED**  
AUG 16 1918  
SERVICE BUREAU

*Charlotte Hine*  
CHARLOTTE HINE,  
Women's Branch,  
Industrial Service Section.

CH/B

COM. ON PUB. INF.  
SERVICE BUREAU

8-16-18  
*Jg*

REFERED TO

Miss Mary Van Kleeck  
Curay Bldg



WAR DEPARTMENT  
DETROIT DISTRICT ORDNANCE OFFICE  
INDUSTRIAL SERVICE SECTION  
BOOK BUILDING

~~162~~  
383

DETROIT, MICH., August 12th, 1918.

**From:** Miss Charlotte Hine, Women's Branch, Industrial Service Section.  
**To:** Miss Mary Anderson, Assistant Director, Women in Industry Service,  
Department of Labor,  
Washington, D.C.  
**Subject:**

My dear Miss Anderson:-

1. Your letter of August 6th received. I appreciate very much your reply to the many questions I have asked Miss Van Kleeck, as it throws a great deal of light on my work.

2. I will go into detail in regard to the contracts in Grand Rapids, Michigan and let you know my findings at the earliest opportunity.

Very truly yours,

*Charlotte Hine*

CHARLOTTE HINE,  
Women's Branch,  
Industrial Service Section.

CH/B

Publicity Notes  
Requests to allow photographs  
War History Plans



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383

WOMEN IN INDUSTRY SERVICE

August 6, 1918.

My dear Miss Hine:

Miss Van Kleeck has been called out of the city to direct the investigation in the chemical industries of Niagara Falls, and asked me to reply to your letter.

In regard to the investigations by the District Ordnance, it has been the policy of the Women's Branch not to make many investigations unless there is a special reason for it. That does not mean that other investigations would be prohibited. In order to get the work started and familiarize oneself with the district, certain investigations will have to be made. We are sending under separate cover copies of General Orders #13, which is a guide for labor standards. The War Labor Board has issued similar standards. These orders are suggestions only and do not supersede the Michigan State laws. The Women's Branch of the Ordnance Department is working very closely with the State Labor Departments, and it is well to get in touch with the deputy commissioner of labor and also the Employment Service. Miss Van Kleeck is the Director of the Women in Industry Service of the Labor Department. Mrs. Neale is the Director of the U. S. Employment Service with separate functions. We are working very closely with the U. S. Employment Service, however, and hope to have a member of our staff devoted entirely to that work. Miss Van Kleeck felt that it would be well for you to make a special investigation into the contracts of the firms in Grand Rapids handling the government contracts. Grand Rapids to my knowledge has always been a very low paying center, and needs looking after.

Miss Van Kleeck wishes me to say that she is very appreciative of your good wishes for her new undertaking.

Sincerely yours,

Assistant Director,  
Women in Industry Service.

Miss Charlotte Hine,  
Detroit District Ordnance Office,  
Book Building,  
Detroit, Michigan.

WAR DEPARTMENT  
DETROIT DISTRICT ORDNANCE OFFICE  
INDUSTRIAL SERVICE SECTION  
BOOK BUILDING

162  
DETROIT, MICH., Aug-1 1918

From:

To:

Subject:

My dear Miss Van Kleeck -  
Owing to the absence of our stenographer, I am writing you long hand to ask you for certain information in regard to my work. I realize that I should consult Mrs. Tead as she is in charge but she does not seem to be available.

I do not understand in what way we are permitted to develop our districts. In the instructions issued to the staff which I received only yesterday, I notice that we are advised not to make plant visitations unless requested by the management or to make a specific investigation. By what means are plants to be made acquainted with our presence in the field? I have refrained from such visits, tho a number of things have been called to my attention by individuals, as I wish to know just how far our authority goes and also wish to be familiar with principles as set forth in general Order # 13, copies of which I have not yet received.



WAR DEPARTMENT  
DETROIT DISTRICT ORDNANCE OFFICE  
INDUSTRIAL SERVICE SECTION  
BOOK BUILDING

DETROIT, MICH., \_\_\_\_\_ 19\_\_

From:

To:

Subject:

Have these orders the force of law and do they supercede the Michigan State Laws, the standards for women in the latter being much lower. In the mean time I have been getting in touch with the Deputy Commissioner of Labor, factory inspectors, U.S. Employment Service for Women etc. However, I am eager to get into the actual work and chafe at my present inactivity.

I had hoped to spend a day or two with Miss Huns this week but as yet have not received my travel order for the trip.

I was so very pleased to hear that you had been chosen to head the U.S. Employment Service for Women and to be a member of the War Labor Policies Board. It is a splendid recognition of your ability and I congratulate you most heartily.

I will appreciate it, if you can spare a few moments in which to point the way to me.

yours sincerely

Charlotte Hine.



WAR DEPARTMENT  
DETROIT DISTRICT ORDNANCE OFFICE  
INDUSTRIAL SERVICE SECTION  
BOOK BUILDING

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DETROIT, MICH., July 29th, 1918.

**From:** Miss Charlotte Hine, Women's Branch, Industrial Service Section.  
**To:** Miss Mary Van Kleeck, Director of Women in Industry Service,  
Department of Labor, Washington, D.C.  
**Subject:**

My Dear Miss Van Kleeck:-

1. I am basing my reply to your letter of July 24th upon information secured from Capt. Blunt, as he had already made a thorough investigation of conditions in Grand Rapids.

2. The Ordnance Department has contracts with about six plants in Grand Rapids but the Signal Corps has far more important work with these same plants.

3. On June 3rd a committee was appointed in Grand Rapids, consisting of Mr. L. A. Cornelius, Chairman, Mr. Daniel Power, Mr. S. Gallemeier, Mr. H. B. Dix of the Wilmarth & Morman Company, to investigate the advisability of introducing a basic eight hour day in the industries in that city. Mr. Cornelius spent several days in Washington obtaining data pertaining to the 8 hour day regulations and later the committee held a conference with Capt. Blunt. The result of the investigation of the Manufacturers Committee revealed the fact that only a small proportion, that is 10%, of Government contracts fell under the provision of the eight hour day law. To quote from Mr. Cornelius' letter to Capt. Blunt:-

"It is the consensus of opinion that concerns now employing men on the nine-hour basis should continue and that those who are employing them on a longer time basis should shorten them up to the nine-hour day. Further, that fifty hours per week should be the weekly schedule on account of the Saturday half holiday, and that time and one-half should be paid in excess of the fifty hours per week." This is being quietly put into effect and will probably become the standard working day in Grand Rapids. It is the opinion of Capt. Blunt that they are gradually working toward the shorter eight hour day.

4. In comparison with Detroit the wage average in Grand Rapids is lower, but not so with other cities in Michigan.



#2  
Miss Van Kleeck

July 29th, 1918.

5. Owing to the small number of contracts in Grand Rapids, other cities are recruiting their labor supply from this city.

6. If you wish me to make further investigations into the contracts in Grand Rapids, I shall be very glad to do so. I think it resolves itself into a question of recognition of the unions rather than the Manufacturers Association.

*Charlotte Hine.*

CHARLOTTE HINE,  
Women's Branch,  
Industrial Service Section.

CH/B

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WOMEN IN INDUSTRY SERVICE

July 24, 1918.

Miss Charlotte Hine,  
Detroit District Ordnance Office,  
Book Building,  
Detroit, Michigan.

My dear Miss Hine:

We are in receipt of a letter of which a copy is attached from the Trades and Labor Council, Grand Rapids, Michigan, signed by Mr. Bert Slot, calling attention to the hours of work and wages in factories in Grand Rapids. I shall be glad if you will let us know whether the Ordnance Department has contracts with plants in Grand Rapids, and if these are important enough to warrant it, whether you would be willing to make an investigation there and let us know the results. If your inquiry indicates the need for a more extensive investigation affecting contracts from departments other than the Ordnance, it might be possible for the Inspection and Investigation Service of the Department of Labor to make the inquiry.

This letter is being sent directly to you rather than to Mrs. Tead because she is out of town. A copy is being filed in her office too.

I trust that your first week in Detroit is proving satisfactory.

Sincerely yours,

Director, Women in Industry Service.



COPY

TRADES AND LABOR COUNCIL

Grand Rapids, Michigan.

Referred by Dr. Meeker, Comm. of  
Labor Statistics  
To Mr. Stewart, I and I Service.  
By Mr. Stewart,  
To Miss Van Kleeck.

July 18, 1918.

Edwin M. Blake,  
Special Agent,  
Chicago, Illinois.

Dear Sir and Brother:

Will you permit us to call your attention to a matter of sufficient importance to receive consideration of your office.

As you no doubt are aware a number of contracts for war work have been given to the firms in this city.

We are firmly convinced that Government regulations, as we understand them, are not being adhered to.

We also must admit that proof of our contentions in this matter is hard to secure. However we submit such evidence as we have at hand.

"Factories are working 9 and 10 hours per day with time and one half for overtime above this time. This applies to all factories with possibly few exceptions.

"Women and children are being employed in several We suppose of course that the children have permits.

"According to report of State Labor Department wages in this city are below the average paid in other cities of this state.

A very large percent of the members of the Building Tradesmen have left the city to secure work elsewhere.

All the Union Building Tradesmen have the Eight Hour day. We find it very difficult however to organize the men in these lines because of the opposition of the Holland Churches of this city who refuse in nearly every instance to allow their members to join a labor union affiliated with the A. F. of L.

The population of this city is largely of Holland extraction.

We are convinced regardless of sufficient proof to substantiate our claims that the Manufacturers' Association and the Builders' and Traders' Exchange are the main opposition to our movement.

We are not writing this communication in the spirit of seeking to make trouble, but rather with the idea that with the co-operation of the proper authorities matters could be straightened out to the satisfaction of every one concerned.

The fact that so many of our people are leaving this city to secure employment elsewhere, that it materially interferes with manufacturing maximum production in the plants engaged in war work.

Believing that adjustment of conditions will overcome this evil, necessitates our writing your Bureau.

Respectfully yours,

(Signed) Bert Slot,  
Secretary-Treasurer,  
Building Trades Council.



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September 25, 1918.

Major Kendall Banning,  
Office of the Chief of Staff,  
War College Division, War Dept.  
Washington, D.C.

My dear Major Banning:

By an inexcusable oversight your letter of July 24th has not been acknowledged. Your suggestion that we co-operate with you in maintaining a photographic record of the war activities of women in the United States has, however, been in my mind ever since the receipt of your letter and I should be very glad to have an opportunity to talk with you about it, especially as it comes in connection with a number of similar suggestions regarding moving pictures and photographs of women at work to be used in bringing more women into the war industries. If you will appoint a time when I may see you, I shall be glad indeed to go over the matter in more detail.

I regret exceedingly that no acknowledgment went to you earlier from this office.

Sincerely yours,

Mary Van Kleeck, Director  
Woman in Industry Service.

MVK/AL

WAR DEPARTMENT  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON36  
383

July 24th, 1918.

Miss Mary Van Kleek,  
Chief of the Women-in-Industry Service,  
U. S. Department of Labor,  
Washington, D. C.

Dear Madam:

In today's issue of the Washington Herald, I notice an interesting item concerning the proposed activities of the newly created Women-in-Industry Service.

Your kind cooperation is requested in maintaining a comprehensive photographic record, not only of the activities of your department, but also of the war activities of women in general in the United States. These pictures are desired by the War Plans Division of the General Staff, to be incorporated in the pictorial history and record of the war.

You may be interested to know that this office has many hundreds of photographs of women war workers in its files, and is constantly obtaining new pictures of this description. Your assistance in this task would be valued.

Yours very truly,

*Kendall Fanning*  
Major, Sig. R. C.

dmw



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*James -*

October 24, 1918.

*War Dept.*

ATTENTION Mr. John W. Colton

FOR: Major B. A. Franklin, Bridgeport District Ordnance Office.

FROM: Miss Van Kleeck, Director, Woman in Industry Service.

1. My reply to your inquiry and also to your memorandum which was forwarded to us by the War Industries Board has been delayed because this office is at work upon a plan for publicity and public education in connection with the increased employment of women, which I hope may be of service to you, and I wished to wait until we had something definite to report.

2. As you may know, the War College has probably the most complete collection to be found anywhere of photographs of women in the war industries. They are giving us access to these photographs and this will enable us to secure copies from the original sources. We have under consideration a plan for exhibits in certain sections which may include moving pictures, photographs, models and other means of arousing the interest both of the women and of the employers, Since it is essential that the employers should be interested in the establishment of standards which shall be most effective if the best results are to be secured in the employment of women.

3. As I am to be in Boston early next week I shall be glad to arrange to stop at your office in Bridgeport on Tuesday, probably arriving there at about noon, if that would be convenient for you. My suggestions can be much more practical if I can have an opportunity for conference with you.

MVK:IMP

Mary Van Kleeck, Director,  
Woman in Industry Service.

OCT 2 - A.M.

86  
383

ORDNANCE DEPARTMENT  
OFFICE OF ORDNANCE DISTRICT CHIEF  
945 MAIN STREET  
BRIDGEPORT, CONN.  
PRODUCTION DIVISION

JWC-Lmm

Oct. 2, 1918.

War Dept.

TO INSURE PROMPT ATTENTION,  
IN REPLYING REFER TO

NO. \_\_\_\_\_  
ATTENTION OF \_\_\_\_\_

From: Bridgeport Dist. Ord. Production Office, Labor Stimulation Section

To: Miss Van Kleeck, Women In Industry Service, Department of Labor,  
Washington, D. C.

1. Mr. Herbert Bayard Swope has informed me in a letter that you probably could give me information that I seek regarding the stimulation of the interest of women in industrial employment.

2. I would like to receive any photographs you may have that could be used in newspapers to arouse the interest of women in working in munition factories and any data that you may have revealing the kinds of work they are now doing, or are capable of doing; in fact anything which you may have that would assist us in our endeavors to supply the munition factories with woman labor.

3. May I hear from you at your earliest convenience?

By order of Maj. B. A. Franklin, Production Manager.

J. L. BROOKS, Chief,  
Labor Stimulation Section,

By: John W. Colton  
J. W. COLTON

Over



October 29, 1918.

From: Mary Van Kleeck, Director

To: File

Talk with Mr. Colton in Bridgeport. He was former news editor of the Springfield Union and is now handling newspaper publicity for the District Ordnance Office. He stated that the recent registration of women in Bridgeport carried on jointly by the Employment Service, the Ordnance Office and State Council of National Defense, was very successful. 30,000 women were registered, of whom 21,000 were already employed or not able to go to work. 2600 were available for work and the remainder wanted part-time employment. Of these 2600 there is no record of the number who actually applied but indications were that many went directly to the plants and the result seems to be that there is no shortage of women workers in the plants in Bridgeport.

Ordnance Department

HAMMERMILL

BOND

London women street car conductors strike for 5 shillings a week bonus granted to them; street cars tied up (Wash. Post, Aug. 19).

15 women mill postmen join union. (N.Y. Tribune, Aug. 19).

Illustration showing English women in uniform inspecting hand grenades (Wash. Post, Aug. 19).

LABOR SUPPLY

Maine lumbermen to appeal to Washington for labor supply. (Christian Science Monitor, Aug. 18).

Committee on prison and prison labor urges passage of Prison Labor Bill. (N.Y. American, Aug. 19).

N.Y. Interborough difficulties due to shortage of labor; will be improved by wage increase. (N.Y. Times, Aug. 18).

LABOR DIFFICULTIES

Coal miners ask flat wage increase and end of bonuses; present system called unfair. (N.Y. Tribune, Aug. 17).

Committee of telephone workers urge Postmaster General to set up board for adjustment of wages and working conditions. (Wash. Star, Aug. 19).

Manager of Montgomery, Ala. Traction Co. declines War Labor Board intervention in street railway dispute. (Wash. Star, Aug. 19).

Police shoot to drive striking pickets from Indis Rubber Co. Plant at Bristol, R.I. (N.Y. Call, Aug. 18).

Labor peace ended in south by War Labor Board decision in Sleep, Shoff. case at Knoxville, Tenn. Also says socialist writer. (N.Y. Call, Aug. 18).

RESTRICTIONS AND POLITICS

100 F.W.W. leaders found guilty of plot against war program; arguments for new trial to be held hereafter. (Wash. Star, Aug. 18).

President Wilson opposes anti-strike clause in draft bill for political reform. Southlands believe. (N.Y. Sun, Aug. 19).



Public Ledger quoted in criticism of labor conscription. (N. Y. Call, Aug. 13).

Editorial writer supports Reed Amendment. (Christian Science Monitor, Aug. 15).

#### FOREIGN

Welsh miners agitate 6 hour day. (N. Y. Call, Aug. 18).

London bus and tram drivers walk out. (Wash. Post, Aug. 19).

Canadian organized labor opposes no-strike law. (Canadian industrial disputes investigating act). (New York Call, Aug. 18).

Women prisoners in France are put to work in munition factories. (Wash. Herald, Aug. 16).

British miners urge land nationalization. (N. Y. Call, Aug. 19).

#### GENERAL

Increased wage swallowed up by increased cost of living says Brewery Workers' Journal. (N. Y. Call, Aug. 19).

Wage raise for iron and steel plant operatives 150% since beginning of war. (Christian Science Monitor, Aug. 15).

Government to establish uniform pension system for railroad employees. (Baltimore Sun, Aug. 18).

Chas. T. Clayton of Md. to be chief of the training and education service of the Dept. of Labor. (N. Y. Herald, Aug. 19).

Houses built by Government for war workers to be owned by U.S. (Wash. Post, Aug. 19).

FRANZ  
BOND  
MILL



General

Government War Show in Chicago, Sept. 2-15. Ordnance Dept. to furnish field guns, trench mortars, bombs and hand grenades with crews to exhibit them. Trophies captured by U. S. marines at Cantigny to be shown. Chicago Herald & Examiner, Aug. 13.

Navy to exhibit at State Fairs. Full description of plans. Burlington, N. J. Enterprise, Aug. 10.

War, Navy and Agricultural Departments to exhibit at Erie, Pa. fair. Sergeant William Clifton in charge of ordnance department work. Erie Dispatch, Aug. 14.

Advertisements for workers.

Mechanic experts and business managers for Production Division of N. Y. Ordnance office. Statement of G. V. Messerole in regard to speeding up ordnance output. N. Y. Evening Post, World, Herald, Wall Street Journal, N. Y. Times, N. Y. Evening Sun, Aug. 11.

8,000,000 women needed by U. S. Ordnance and Quartermasters Department during this year. Philadelphia plans campaign to secure women. Phila. Public Ledger, Aug. 11.

Men for ordnance inspectors. 300 men over draft age and a few women. N. Y. Sun, Aug. 4.

Chemists for Production Department. Men in draft age accepted. Call sent out from Chicago headquarters of State Council of Defense. Chicago American, Aug. 8.

St. Louis personnel section asks unlimited number of applications for sub-inspectors of field artillery, ammunition, steel forgings, etc. St. Louis Globe Democrat, July 25.

Accountants or clerks wanted in N. Y. Dept. of Field Office Inspector. Hackensack, N. J. Record, Aug. 13.

Mechanic draftsman for Engineering Bureau, appeal made in Boston. Boston American, Aug. 10; Boston Traveler, Aug. 10.

3,000 women wanted for Peters Cartridge Co. Cincinnati Enquirer, July 30.

Stenographers, typists and inspectors wanted for Ordnance Dept. Detroit News, July 30.

Skilled mechanics. Commissions for men over draft age. Phila. Press, Record and Zanesville, O. Recorder, Aug. 8.

FRASER



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PC/smc  
Aug. 19, 1918.

ADVERTISING

Speeding up production.

"Count on us" Night shift of International Arms and Fuze Co. at Bloomfield, N. J. cables message to Gen. Foch after hearing address by French Corp. Mouvret. N. Y. Tribune, Aug. 17. Editorial in N. Y. Tribune, Aug. 18. notes message as one of most eloquent and stirring since the war.

Special flag for ordnance plants. Story of flag for private factories devoting more than 50% of output to ordnance material has been widely carried. Christian Science Monitor, Aug. 13; Editorial in Wash. Herald, Aug. 17.

Workers Patriotic League for men and women engaged in war work has been formed by Pittsburgh district ordnance office. Members to be given honor medals. National League was organized by R. M. Dravo, chief of district. N. Y. Tribune, Aug. 16.

N. J. preacher spends vacation in work at International Arms and Fuze Co. N. Y. Tribune, Aug. 3.

Campaign to increase soft coal production announced by Fuel Administration Manager for each production district appointed with committee at each mine representing workers and operators to arrange for local meetings and stimulate patriotism. N. Y. Tribune, Aug. 3.

Shipbuilding. Shipbuilders to meet Sept. 10, to discuss production. Sec'y Lane, Senator Phelan, and others will be guests. Baltimore Sun.

\$50,000 prize for shipbuilding abandoned by London Daily Mail because opposed by trade unions. N. Y. World, Aug. 3.

Posters

Results of competition for poster for U. S. Shipping Board announced by N. Y. Sun, Aug. 14.

Marine poster painted by Flagg on steps of N. Y. Library. Picture in N. Y. Times, Aug. 11.

Labor posters used with appeals to workmen in newspapers. Prepared by Division of Advertising of C.P.I. Wash. Star, Aug. 7; Wash. Times, Aug. 8.

Paid labor or forced labor, which? The American way. Pershing expects you to hold the home front. 3 further full-page advertisements run in Phila. Public Ledger by Pennsylvania manufacturing interests, Aug. 3, 11, 18.



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Press Clipping Unit  
LABOR

OH/esa  
August 20, 1942

WOMEN'S WORK

Non-profit making shell factory in Liverpool employs women only. (Phila. Pub. Ledger August 20)

LABOR SUPPLY

Federal recruiting plan cuts labor turnover in two. (Daily Iron Trade Metal Market Report, August 18)

Less than sixty percent of Illinois war industries make statement showing unskilled labor requirement. Consequently unskilled labor will be shipped out of state. (Chicago Tribune August 18)

U.S. Government Service orders immediate transfer of a million common laborers from non-essential industries. (Wash. Herald August 20)

Ten thousand common laborers needed in Pittsburgh munitions plants. (Daily Iron Trade and Metal Market report August 18)

General labor situation relieved by curtailment of non-war production, says U.S. Department of labor. (C. P. I. Bulletin August 18)

LABOR DIFFICULTIES

Eight-hour day not applied throughout Bethlehem plant, according to National War Labor Board statement. (Official Bulletin August 19)

Postmaster General Harlesson approves ten percent increase to telegraphers. No discrimination against union. (N.Y. Sun August 20)

A. E. of N. Railway employees protest against wage scale for August. (N.Y. Sun August 20)

All employees of A. V. G. Iron Works at Hagerstown, Md. strike for higher wages. (N.Y. Sun August 20)

National War Labor Board assigns thirteen labor controversies to section of the Board. (C. P. I. Bulletin August 18)

PATRIOTISM AND POLITICS

War Department would not apply anti-strike law where employer refuses to arbitrate and men walk out. The spirit of labor is and has been fine, wholesome, healthful and patriotic so



PATRIOTISM AND POLITICS - Cont'd

far as my attention has been called to it" says Sec. Baker. (N. Y. Sun August 20).

Business and professional men, signers of public service reserve pledge, called upon to work in ship-yards as common laborers. (Seattle Union Record August 18).

Machinists' Union requests furlough from Army for members to attend Seattle Labor Day Celebration. (Seattle Union Record August 13).

N. Y. Labor Day demonstration to be greatest ever. (N. Y. Tribune August 20).

A. F. of L. starts organization of steel workers at Clarksburg, W. Va. (N. Y. Call August 20).

Minnesota labor to hold conference August 24 to determine policies for November election. (Christian Science Monitor August 17).

War workers' badge to be disc-shaped, slightly larger than quarter dollar and attached to red, white and blue enamelled bar. (Daily Iron Trade and Metal Market Report August 15).

FOREIGN

British miners granted wage raise; wages fixed for women in various occupations. (N. Y. Call August 20).

14,000 omnibus and streetcar employees struck yesterday in London. (Phila. Pub. Ledger August 20).

GENERAL

Shipping Board orders retroactive pay for shipyard workers. (Off. Bulletin August 19).

Kenosha, Wis. finds that dry Sundays aid munitions output. (Chris. Science Monitor August 17).  
of Emergency Fleet Corp.

Dean Marshall attributes absenteeism among ship-work men largely to high wages and over-time pay. (Daily Iron Trade and Metal Market Report, August 16).

Johns Hopkins Japanese Student finds Japanese rice rioters not much worse off than U. S. unskilled labor. (N. Y. Call August 20).

Mr. McAdoo requests railroad employees to be polite. (Off. Bulletin August 17).

Bureau of Industrial Housing and Transportation summarizes Government Housing Program. (C. P. I. Bulletin August 18).



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OH/emo

Aug. 16, 1918.

LABOR

WOMAN'S WORK

Governor Whitman's veto record on Labor Legislation for women excellent, says Miss Swartz of N. Y. Consumers League. (N. Y. Tribune, Aug. 16)

Complete list of women's activities given in manual compiled by Council of National Defense. (Chicago Herald & Examiner, Aug. 13)

Dr. Holmes of U. S. Public Health Service to oversee health conditions of women workers in Niagara Falls industries. (Niagara Falls Gazette, Aug. 8)

Charwomen in government buildings organize. (Wash. Herald, Aug. 16)

5,000 women wanted for Cincinnati Nitrate plant. (Cincinnati, Ohio, Post, Aug. 10)

Mr. McAdoo to appoint committee of women to make survey of classifications of railroad positions suitable for women. (Boston Evening Transcript, Aug. 13)

Columbia University Committee on Woman's War Work conducts employment service for variety of positions. (N. Y. Herald, Aug. 16)

Women engage in canteen work in munition factories. (Balt. Sun, Aug. 16)

CHILD LABOR

New child labor bill in H. of R. (Wash. Herald, Aug. 16)

Laxity of morals among young persons in Great Britain as result of excessive war work, says Education Committee. (Chicago News, Aug. 13)

LABOR SUPPLY

Mr. Frankfurter's elevation to Priorities Board forecasts priority plan in distributing labor. Daily Iron Trade & Metal Market Report, Aug. 12

20,000 men to be mobilized for construction of gun plant on Neville Island. (Daily Iron Trade & Metal Market Report, Aug. 12)

10,000 unskilled laborers needed in munitions factories in Pittsburgh. (Pittsburgh Gazette Times, Aug. 14)

Improved labor situation as regards ordnance plants results from new recruiting plan. (American Army Gazette, Aug. 10)

Mr. Hurley calls for mobilization of labor for after-war trade demands. The Annalist, Aug. 13)

Mr. Cooper's committee advocates intensive training of unskilled workers to overcome shortage of skilled workers. (Official Bulletin, Aug. 14)



Aug 16  
1945

LABOR DISSENTS

Striking Bridgeport machinists return to work pending settlement of dispute by War Labor Board's umpire. (N. Y. Tribune, Aug 14)

Marshall law stops labor riots in Columbus, Ga. (Wash. Times, Aug 14)  
on Boston Quartermaster Terminal

200 Italian laborers strike for 50% a day increase over 1945. Such increase might affect wages of laborers on all government work. (Boston Transcript, Aug 14)

Phila. Rapid Transit Co. grants wage increase equal to War Labor Board award and permits unionization. (Baltimore Sun, Aug 16)

National War Labor Board will consider wages controversy of Washington Capital Traction Co. and employees. (Wash. Post, Aug 15)

Representatives of Dept. of Justice arrest Long Island City strikers as "hoaxers", finds them to be enemy aliens. (N. Y. Tribune, Aug 15)

Striking Cleveland garment workers return to work pending adjustment of dispute by Sec'y Baker's board. (Cleveland Plaindealer, Aug 14)

Directors' Association attacks iron workers for organizing new shops. (N. Y. Call, Aug 16)

Text of War Labor Board's ruling and award to Bethlehem Steel Co. in question. (Official Bulletin, Aug 15)

The U.S. Dept. of Labor is requested to send conciliators to the following places:

- Alma, O. Street car employees vote to strike.
- Battle Creek, Mich. Puzely Co.
- Milwaukee, Wis. Bldg. Trades Council.
- St. Paul, Minn. Stockyard employees strike.
- Frederick, Md. Big Savage Fire Brick Co. Strike tomorrow.
- Toledo, O. Toledo Bridge & Crane Co. Discrimination against structural iron workers.
- Kansas City, Mo. Fire fighters: Wages.
- Winton, O. Timken Roller Bearing Works. Discrimination against union.
- Winton Upper Falls, Mass. Saco Lowell Shops Co. Wages and union label.
- Danville, Pa. Iron, Steel and Tin Workers.
- St. Louis, Mo. E.C. Envelope Co. Wages.
- Marshallton, Del. Del. hard fibre Co.

LABOR AND POLITICS

Mr. Combs about to leave on labor mission abroad, holds conference with Civic Federation "composed of rich bankers and manufacturers." (N. Y. Call, Aug 16)

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NY/ene  
8/16/16

Senator Thomas replies to Mr. Compara objections to "work or fight" provision. (Baltimore Sun, Aug. 16)

FOREIGN

St. John's N. B. Street Railway & allied unions strike over question of back pay. (N. Y. Tribune, Aug. 16)

South Wales coal owners agree to supply coal at privileged rates to widows of miners who have fallen in the war. (London Times, July 31)

Cost of living in France has risen 132 per cent since 1911. (N. Y. Times, Aug. 16)

Latest combing out for army in Great Britain checks production for war purposes, says Lord Milner. (Pittsburgh Gazette Times, Aug. 15)

GENERAL

U. S. Dept. of Labor notifies employers to secure shop committee representing employers and workmen in plants engaged on government contracts. (Boston Transcript, Aug. 14)

Alton cartridge makers receive 10 per cent wage increase. (St. Louis Globe Democrat, Aug. 9)

80-page monthly magazine issued in the interest of workmen of Old Hickory Powder Plant. (Nashville, Tenn., Tenn. & Amer. Aug. 9)

U. S. Shipping Board offers to run train for use of Orange, Texas, ship yard workers. (Christian Science Monitor, Aug. 14)

Youngstown, O. Co. erects 400 concrete homes for alien workers. (Christian Science Monitor, Aug. 14)

Bad quality of liquor responsible for much sickness of anthracite mine workers. (Phila. Public Ledger, Aug. 16)

Food rationing plan in England works satisfactorily. (N. Y. Call, Aug. 16)

FRASER



Return to Administration Division  
Reference Library  
Press Clipping Unit

Aug. 17, 1918.

LABOR RECRUITING PROBLEMS

Employing the Employment Manager. An employment manager, in search of a position, interviews a number of business men and learns of their incapacity for selecting employment managers. He suggests a lengthy questionnaire to be filled out by the prospective managers, which would enable the business man to make a wise selection. 3 pages. Industrial Management, August, 1918.

Getting the Foreman's Cooperation. Attitude of foreman and employment manager toward each other. Benefits from cooperation. The working out of the problem by Taylor Instrument Companies. WILLIAM F. JOHNSON, Industrial Management, August, 1918.

Book Review: "Hiring the Worker" by Roy W. Kelly, New York. The Engineering Magazine Co. 1918. 244 pp \$3. "A valuable book for all who are interested in employment questions." One page review of contents. Industrial Management, August, 1918.

Methods of an Employment Office. An employment manager gives details of an employment system which he has used with success. C. S. ROSS, Employment Manager, The Norwalk Tire and Rubber Co. Industrial Management, August, 1918.

Decreasing Labor Turnover in Detroit. Publicity campaign advertising importance of the badge which is being given to employees as a reward for faithful attendance in the "industrial army" Labor turnover being decreased. American Machinist, August, 8, 1918.

Unskilled Labor Allotments. U. S. Employment Service makes initial allotments of unskilled laborers to the various States. Figures given. The American Contractor, August 10, 1918.

Industrial Side of the War. Need of reducing labor turnover. Experience of a Southern plant with a 600% turnover which employed services of a well known evangelist with excellent results. A N. J. Company studies the causes of large turnover and reduces abnormal turnover. Cleveland employers and employees in building trades agree to conciliation and arbitration. The American Contractor, August 10, 1918.

The New Art of Labor Management. War need of right living and of retaining employees, brought courses in employment management for women and men. This replaces welfare work. Women succeed as managers, even in dealing with men managers must have had industrial experience. Survey, July 13, 1918.

How Recruiting Policy Affects Non War Plants. Non-war industries not compelled to secure labor thru Employment Service but may not entice laborers from war industries. U. S. Employment Service Bulletin, July 9, '18



DG/bhb

Return to  
Administration Division  
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Press Clipping Unit

PLANTS

General

Savage Arms Corporation has conservative police of management. To prepare for peace when inflation due to war will disappear. Christian Science Monitor, Aug. 9.

Bethlehem Steel Corporation plans for big financing, vote mortgage to secure half million bonds. Washington Post, Aug. 9

Midvale Steel and Ordnance Company earned \$4.27 a share in second quarter. New York Wall Street Journal, Aug. 8

Power plant forbids matches under penalty of \$10,000 fine and penitentiary sentence for violation. Nashville Banner, Aug. 1.

District Chief of Ordnance for St. Louis Industrial region sees that city as vast munition center. St. Louis Post Dispatch Aug. 1.

No compromise to be made in litigation pending in U. S. Supreme Court by which government seeks to dissolve U. S. Steel Corporation under Sherman Anti-trust law. Case to be postponed until after war. New York World, Aug. 7

Heyden Chemical Works taken over by alien property custodian. Official Bulletin, Aug. 2.

New Plants

Scandia Manufacturing Company to manufacture tools for making of shells and munition. Newark News, Aug. 5

Chicago may be chosen for 6" Shell Plant. Chicago News, Aug. 6

Buckeye Steel Castings Co. enlarged in order to make more gun cartridges. Columbus Ohio Dispatch, July 31

Buildings to be put up at Kings Mills by Peters Cartridge Co. Cincinnati Inquirer, July 31

LaBelle Iron Works to enlarge. Pittsburgh Gazette Times, Aug. 5

First available figures on Neville Island Plant give idea of its monster size. Chamaurin Pennsylvania Dispatch, July 31

Amalgamated Machinery Corporation purchases new plant in



shells not used

DG/bhb

Chicago. Chicago Herald Examiner, July 26.

Brooklyn to have big toluol plant at works of Kings County Lighting Co. Brooklyn Standard Union, Aug. 4, N. Y. World Aug. 4.

Twenty-five million dollar steel plant for Birmingham, Alabama Washington Post, Aug. 9

#### Contracts and Orders

Whitaker-Glessner Co. gets additional order for 155 m/m shell body forgings. New York Financial American, Aug. 5

Contracts awarded by Ordnance Department to Wisconsin firms Minn. Tribune, Aug. 2.

Quincey, Ill. firms bid for Government Contracts. Quincey Ill. Wig. Aug. 1.

Singer Mfg. Co. gets ten million dollar ordnance order. N. Y. Wall St. Journal Aug. 6, Chicago Tribune Aug. 10

Efforts are being made to place contracts for 1,500,000 helmets. Birmingham Alabama News, July 31.

Wheeling Mould & Foundry Co. transforms plant in order to manufacture 75 m/m shells. Wheeling News July 30.

A big contract for cartridges has been awarded Crown, Cork & Seal Co. of Baltimore. Baltimore Star, Aug. 2, Baltimore Sun Aug. 10, Baltimore Sun, Aug. 3.



Aug. 20, 1918.

PLANTS

General

Description of the growth and development of the Symington-Anderson Gun Shop at Rochester. N. Y. World, Aug. 14.

English manufacturers turn plants into munition factories in remarkably short time. Columbus, O. Dispatch, Aug. 5.

Conversion of non-war factories into munition plants. Pennsylvania factory that made linoleum now making 4.7" shells. Engineering and Mining Journal, Aug. 10.

Mays Landing, N. J. prosperous because of munition plants. N. Y. Post, Aug. 10.

Rockford, Ill. urged to try for munition plant. Rockford Sun, Aug. 9.

New Orleans under government redistricting may become munition center. New Orleans State, Aug. 11.

Munition factories to fly special flag provided more than 50% of factory output is ordnance materiel. Columbus State Journal, Aug. 13.

The after-war plans of the hundreds of chemical plants erected to meet war requirements to be discussed at annual exposition of chemical industries in N. Y. Sept. 23. Army & Navy Journal, Aug. 10.

New Plants

The Laclede Gas Co. to erect and operate 2 shell making plants. Iron Age, Aug. 15.

Du Ponts report on rapid progress of work at Nashville. Chicago News, July 25.

Samet-Solvay Co. to make TNT. To rebuild Split Rock plant, which was burned. Oil Paint & Drug Reporter, Aug. 13.

Kings County Lighting Co. to build large TNT plant in Brooklyn. Brooklyn Citizen, Aug. 5.

Chicago to get big shell plant. To make 5,000 shells a day. Chicago Herald & Examiner, July 28.

Baldwin Locomotive Works to build plant in South. Manufacturers, Record, Aug. 8.

Ordnance Dept. building experimental plant to test new picric acid process. Oil Paint & Drug Reporter, July 29.



Contract signed for \$5,000,000 cellulose factory at Cumberland, Md.  
Manufacturers Record; Iron Trade & Metal Market Report, Aug. 7.

New gun plant in France. U. S. government to build one for relining  
large cannon. Iron Age, Aug. 15.

The Electric Auto-Lite Co. of Toledo to make big gun sight parts.  
Toledo Blade, Aug. 8.

Chlorine <sup>plant</sup> ~~site~~ to be erected on Pacific Coast by Chapin-Grizes Chemical  
Co. Oil Paint & Drug Reporter, July 27.

#### New Contracts and Orders

Aetna Explosive gets 2 new orders for over \$7,500,000. Columbus Dispatch,  
Aug. 5.

U. S. Cast Iron, Pipe & Foundry Co. gets order for 8-in. shells.  
N. Y. American, Aug. 9.

Singer Mfg. Co. gets \$10,000,000 ordnance order. Holyoke, Mass. Transcript,  
Aug. 10.

Rochester firms get war contracts. Rochester Time Union, Aug. 9.

Landers, Farary & Clark of New Britain, Conn. get orders for 500,000  
bayonets and 2,000,000 army mess knives. Boston Monitor, Aug. 13.

Houston, Tex. firm may get gun oil contract. Houston Post, Aug. 4.

Large orders to go to Texas firms, which can convert factories for war  
contracts. Dallas Journal, Aug. 11.

Youngstown, O. may get contracts for 300,000,000 ball cartridges and  
same number of blank cartridges. Youngstown Vindicator, Aug. 6.

Columbus, O. manufacturers may get orders for bayonets. Columbus Dispatch  
Aug. 4.

The Whitaker-Glessner Co. of Wheeling, W. Va. to get additional order  
for 155 mm. shell-body forgings. Wheeling Intelligence, Aug. 8.

More than 30 manufacturers of Western Pa. and W. Va. bid on contracts  
for 1,500,000 steel helmets. Pittsburgh Leader, Aug. 8.

War contracts placed in East. Cincinnati Enquirer, Aug. 9.

#### Destruction

Powder blast at Grafton, Ill. Freeport, Ill. Journal, Aug. 7.



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8/20/18

Fire nearly destroys Western Cartridge Co. at West Alton, Ill.  
Two powder magazines and 6 small buildings completely destroyed.  
Springfield Register, Aug. 9.

Oil vat explodes at plant of Winslow Brothers Mfg. Co. Chicago Post,  
Aug. 9; Chicago News, Aug. 9.

Pictures

Scenes at Nitro. Cincinnati Enquirer, Aug. 10.



Miss Ann Kleck

Trade, Labor and General Press.

LEADING ITEMS IN THE LABORPRESS.

The items receiving chief prominence in the labor press this week are:

Congress' protest against the anti labor amendment of Senator Thomas which would withdraw deferred classification for industrial reasons in case a man were absent from work five days.

Coal Miners See Freedom--the organization of 14,000 miners in West Virginia.

Child Life must be conserved--Congress.

Meat Trust the Next to go under U.S. Control.

Steel Workers in Pottsville, Pa. organize and affiliate with the Amalgamated Association of Iron, Steel and Tin Workers.

Wilson calls on Miners to help win the war.

No U.S. Miners Wage Fixed. (National War Labor Board.)

High Court Ignored in War Labor Decision. Decision in the Hitchman case, upholding individual contracts, overruled.

Raincoat scandal. Those responsible should be convicted.

Yearly average family cost of living \$1760.

What the Car men got through the War Labor Board.

Won't use compulsion, in re-directing workers to essential employment.

Standard Wage is War Measure. Explanation of standardization of wages.

Congress to study labor in Europe.

Recognize Lake stevedores' union.

Justice for Mooney blocked by cold law.



War Savings Campaign.

Fourth Liberty Loan.

U.S. Mexico Ideals must be maintained.

Hurley in praise of union shipyard workers

Three papers printed full page advertisements boosting service in war industries.

#### MISAPPREHENSION CONCERNING CENTRAL RECRUITING.

There seems to be some misapprehension in labor circles as to the application and scope of Government recruiting of labor. A general editorial item is running in many of the papers, under the caption of Won't Use Compulsion, the gist of which is as follows: Many of the workers do not entirely understand the law regarding the recruiting of labor which went into effect August 1st, although it has been given wide publicity. They are under the impression that in assuming exclusive control of the recruiting of unskilled labor and the supply of labor for war industries the employment service of the Department of Labor will use compulsion to an almost unlimited degree. Nothing could be farther from the fact. While the employment service will direct the laborer to work where he can best serve his country the employees' acceptance of such work will be a voluntary matter.

Speaking of the transference of men from their usual occupations to essential war work the TRADES COUNCIL UNION HERE, of St. Louis, (Aug. 16) says: We have every confidence that every just claim of every industry will be properly considered before any radical orders are issued....No one is going to suffer any injustice. If every worker will do his duty promptly there will be no need for radical changes. The Government needs war workers because our soldiers must be kept fully supplied to be effective. ....We also believe that more workers would enlist in war work if some official agency were available to so place the workers as to utilize the skill obtained in their previous employment. There is a natural reluctance of the workers to take chances with private employers who are interested

in war profits than in war production. The workers are not willing to sacrifice their standards of living for lower wages that will only enrich private employers who happen to have war contracts. Neither do we believe that the Government will take any action that will force the workers into such conditions. The workers must see to it that production is maintained. The Government will see that living standards are maintained. There is no cause for fear.

#### THE TENDENCY OF CENTRALIZATION.

After citing the various ways in which local authority is giving way to Federal orders, the Wheeling MAJORITY, one of the most quoted labor papers, says in its issue of August 16, that now state and city departments merely carry out the orders of the Federal Government. Not all of these eggs will be unscrambled, says the editor. We will get such efficiency out of this enforced unity, this compulsory co-operation, that we will not want to throw it overboard after the war. And we could not if we wanted to.

#### X RECONSTRUCTION.

Dr. Elwood Mead, chairman of the Land Settlement Board of the State of California, has been appointed by Secretary Lane to assist in formulating a policy for colonizing returned soldiers of the American expeditionary forces. It is understood that the plan for such provision has the consent of President Wilson, and that an appropriation of fully \$1,000,000 is available with which to begin this work. Before taking up his work in California Dr. Mead has been instrumental in settling several thousand families upon the State colonies of Victoria and New South Wales. (Survey, August 16.)

The Council of National Defense and its Advisory Commission,



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under authority of the President, are proceeding to make a preliminary study of reconstruction in its various aspects. They have been engaged in the first instance in examining the sources of information on the subject. For the past three months material available in this country for such a study has been searched, and the foundation has been laid for a closer study of the problem. While there is as yet no committee especially charged with this work, G.B. Clarkson, secretary of the Council and of its Advisory Commission, is gradually building up a small staff to handle it. In a letter to the SURVEY, Mr. Clarkson says that the activities of the Council in regard to reconstruction are without prejudice to the creation of a separate body which the Government may later establish for the purpose of dealing with the whole matter. (Survey, August 16 )

MR. WALSH ENDORSES FRANCIS J. HENEY.

Mr. Walsh has endorsed, in unqualified terms, the candidacy of Francis J. Heney, special counsel in the Chicago meat packers case, for the governorship of California. This letter, written on the official stationery of the War Labor Board, is being reprinted as campaign literature by Heney's headquarters. A full page advertisement appears in last week's issue of the San Francisco LABOR CLARION, carrying this letter under the caption, War Labor Chairman Endorses Heney.

THE I.W.W. VERDICT.

In commenting on the verdict in the case of the 101 I.W.W.'s indicted for conspiracy to interfere with the prosecution of the war the N.Y. TIMES says editorially that it would have been extraordinary if the jury had failed to bring in a verdict against the defendants of "guilty as charged". It is high time, says the TIMES, to make an example of the

mephitic agitators of the I.W.W. The American people are terribly in earnest about the work they have to do in this war, and they expect prosecuting officers, Federal and State, to do their duty without fear or favor.

The Philadelphia PUBLIC LEDGER says: There will be small sympathy for the men who are held responsible for the excesses of the I.W.W., however much to be commiserated are the hosts of ignorant and unfortunates who were their dupes, and who were deceived into believing that the I.W.W. was the champion of the down-trodden.... The rope has been long and the mischief done has been widespread, but the drawing of the noose should have a wholesome effect in opening the eyes of the country to the real character of this organization.

The WORLD says: It was the hand of Kultur that gripped the torch and bomb and fashioned the evil inventions of sabotage. It was the conspiracy against the United States and against the triumph of its just struggle, running like a blood-red thread through the mazes of this sensational trial, that guided the jury to its patriotic verdict. It is a verdict that should clear the air. It shows an America aroused, no more hesitant of grappling with foes at home than it is fearful of facing its foes on the firing line.

The comment in the labor press will not come in for several days.



April 22, 1919.

From: The Woman in Industry Service, U. S. Department of Labor.  
To: Historical Branch, War Plans Division, General Staff. War Department  
Subject: Copy for A Handbook of Agencies of Economic Mobilization  
for the War of 1917.

The attached copy is returned as substantially correct. The title should be the Woman in Industry Service and the spelling of Miss Van Kleeck's name should be corrected. It is suggested that the definition of functions follow the language of the appropriation of 1919, namely that the Service was charged with the duty of "promoting and developing the welfare of wage-earning women, improving the working conditions of women and advancing their opportunities for profitable employment and to coordinate and control all work in the Department of Labor and other departments having to do with any matter of policy or procedure with reference to women wage-earners."

In dealing with the Standards it is suggested that it is not the preparation of the pamphlet which was the important point. It would be better to say that standards governing the employment of women in industry were formulated by the Service and adopted by the War Labor Policies Board.

For your convenience the attached statement prepared for the Committee on Appropriations is brought to your attention. You may wish particularly to mention as illustrations of our work the subjects referred to on Pages 3 and 4.

Enc.  
MVK/ALL

Mary Van Kleeck, Director  
Woman in Industry Service.

April 21, 1919.

Major R. B. Patterson, Chief  
Economic Mobilization Section,  
War Department, Washington, D. C.

My dear Major Patterson:

I wish to acknowledge your memorandum to Miss Van Kleeck which came during her absence from the city. This memorandum, with its enclosure, will be brought to her attention upon her return.

Sincerely yours,

ALL

Secretary to Miss Van Kleeck.



WAR DEPARTMENT  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON383  
APR 21 1919

From: Historical Branch, War Plans Division, General Staff.

To: *Miss Mary Van Fleet, Chm. Women in  
Industry Service, Dept. of Labor*

Subject: Copy for A Handbook of Agencies of Economic Mobilization  
for the War of 1917.

1. The Historical Branch has under way the preparation of copy for a proposed Handbook of Agencies of Economic Mobilization for the War of 1917. It is designed to include in it all organizations concerned with the economic activities of the United States during the war, giving, where possible, the date of the formation of each, the auspices under which it was formed, and a brief account of its functions and personnel.

2. Inclosed is a copy of the proposed article on the organization with which you are associated. If there are any mistakes or omissions, this office will be glad to be informed, and will make the necessary changes.

3. It is requested that the article as corrected be returned to the Chief of the Economic Mobilization Section, Historical Branch, Army War College, Washington, D. C. An addressed envelope, on which no postage is needed, is inclosed.

C. W. WEEKS,  
Colonel, General Staff,  
Chief, Historical Branch.

By: *R. B. Patterson*

R. B. PATTERSON,  
Major, General Staff,  
Chief, Economic Mobilization Section.

cmc



WAR DEPARTMENT  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON.

From: Historical Branch, War Plans Division, General Staff.

To: *Conditions of Woman's Labor Section, Dept of Labor, Washington D.C.*

Subject: Information for files.

The Economic Mobilization Section of the Historical Branch desires information upon the personnel and duties of branches of Governmental departments that may by their actions affect the economic strength of the United States. To this end, it is requested that the following data be provided, and returned to the undersigned:

1. Correct title of the office to which this is addressed:  
    *Woman in Industry Service*
2. Name of present chief official in charge:  
    *Miss Mary Van Kleeck, Director.*
3. Title of organization to which this branch reports directly:  
    *The Secretary of Labor,*
4. Title of inferior organizations responsible to this office:
5. Principal functions of this office:  
    *To develop policies and standards in the industries of the country which shall safeguard the health and welfare of women workers; to co-ordinate and maintain close contact with other agencies dealing with special phases of the problem; to work with and through state departments of*
6. Regular publications of this office: *labor.*

C. W. WEEKS,  
Colonel, General Staff,  
Chief, Historical Branch.

By:- *Frederick L. Paxson*  
FREDERICK L. PAXSON,  
Major, U.S.A.,  
Historical Branch,  
Army War College.

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file

January 28, 1919.

Major K. Banning,  
Pictorial Section, War Plans Division,  
General Staff, Army War College,  
Washington, D.C.

Dear Major Banning:-

I am in receipt of a letter from Messrs.  
J. L. Kraft & Bros. Co. Cheese manufacturers who state  
in reply to a letter of ours asking for photographs  
of women workers that they have furnished your depart-  
ment with a set of such prints.

Would it be possible for you to let us  
have these prints or copies of them for our own records?  
We are trying to get together a complete collection of  
pictures showing women employed in plants preparing  
food products. Anything you can do for us would be  
very much appreciated.

Sincerely yours,

Helena Williams,  
Woman in Industry Service.

HW-gop

Weekly Reports  
Ordn

Women's Branch Industrial Service Section Ordnance



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WAR DEPARTMENT  
OFFICE OF THE QUARTERMASTER GENERAL OF THE ARMY  
ADMINISTRATION OF LABOR STANDARDS FOR ARMY CLOTHING  
William Z. Ripley,  
Administrator.

109 EAST 16TH STREET,  
NEW YORK CITY

December 19th, 1918.

U.S. Department of Labor,  
Women in Industry Service,  
Washington, D.C.

Att- Miss Mary N. Winslow.

Gentlemen:-

Regarding the matter of taking pictures in factories doing Government work and employing women, this was taken up with several manufacturers here in the City, but they felt that inasmuch as their work had tapered off to such a large extent, the pictures would not be representative.

While all the manufacturers interviewed were perfectly willing that pictures should be taken in their factories, I was unable to create sufficient enthusiasm to get any of these manufacturers undertake the work themselves.

Very truly yours,

*H. G. Ford.*

Ass't. Administrator.

HFF-D.



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WAR DEPARTMENT

OFFICE OF THE QUARTERMASTER GENERAL OF THE ARMY  
ADMINISTRATION OF LABOR STANDARDS FOR ARMY CLOTHING

109 EAST 16TH STREET,  
NEW YORK CITY

December 5, 1918.

Miss Mary N. Winslow,  
Special Agent,  
Woman in Industry,  
U.S. Department of Labor,  
Washington, D. C.

My dear Miss Winslow:

We have your letter of December 4th requesting a list of contractors that employ women in the work of manufacturing materials for the War Department.

I am enclosing herewith a list of names and addresses of contractors which I believe would be representative of contractors who employ a considerable number of women in their contract work.

I suggest that you hasten your action in securing the pictures you desire as practically all of the contracts will be wound up by the first of the year and it is possible that many of the shops now contained in the list are not at the present doing Government work.

If you care to have your pictures taken in factories located in New York City I would be very glad to assign some one to accompany either you or your representative and assist you in making arrangements with the owners of the factories for the taking of such pictures as you desire to obtain.

Respectfully yours,

*H. F. Ford*

H. F. Ford  
Assistant Administrator

HFF:R



COPY

American Uniform Co.,	317-19-6th Ave., N.Y.C.
Frankel Bros.	318 E. 32nd St., N.Y.C.
Lissner & Co.	295 Lafayette St., N.Y.C.
New York Uniform Co.,	73 W. 23rd St., N.Y.C.
Siegel Bros. & Goodman	55 W. 17th St., N.Y.C.
Sonneborn	121 W. 20th St., N.Y.C.
Jacob Reed	1424 Chestnut St., Phila., Pa.
Wanamaker & Brown	6th & Market Sts., Phila. Pa.
Leopold Morse	1020 Washington St., Boston, Mass.
Rhodes & Ripley	Elm St., Hingham, Mass.
	(small firm but excellent shop)
American Garment Co.,	Cal. & Market Sts., Indianapolis, Ind.
Consolidated Mfg. Co.	Cambridge, Mass.
H. Black Co.	1912 Superior Ave., Cleveland, O.
M. T. Silver	2330 Superior Ave., Cleveland, O.
Rosenwald & Weil	1431 W. 15th St., Chicago, Ill.
" "	508 S. Franklin St., Chicago, Ill.
Kling Bros.	411-15 St. Wells St., Chicago, Ill.
D. G. Rice Stix Co.,	417 N. 11th St., St. Louis, Mo.
Hart Schaffner & Marx	35 S. Market St., Chicago, Ill.
Eli & Walker	16th & Locust Sts., St. Louis, Mo.

*These are all clothing manufacturers.*

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December 5, 1918.

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Bidders File Section, Purchase Administrative Division.

Mary W. Winslow, Special Agt., Woman Industry Service,  
U. S. Department of Labor, WASHINGTON, D. C.

List of firms employing women.

1. We have your letter of the 6th inst., inquiring as to the names of firms working on army contracts where women are employed.

2. We are unable to furnish you with the information you desire principally because we have never made any distinction between the kinds of labor employed in these firms. We can supply you with a list of firms working on army contracts, but as far as we know the labor would be entirely masculine. I am sorry I cannot give you the information you desire.

By authority of the Director of Purchase.

Gordon J. Campbell,  
Captain, Quartermaster Corps.  
Chief of Bidders File Section.

GJC/mg



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December 4, 1918.

Purchase Division,  
Quartermaster Corps,  
Washington, D. C.

Gentlemen:

The Woman in Industry Service is making a collection of pictures of women working on industrial processes. The object of this collection is to form a permanent record of the work women have done in the war. In order to get a representative group of pictures, we are trying to secure from the different branches of the Quartermaster Corps the name of some of the firms working on army contracts, where women are employed. Any information you can give us on this subject will be most helpful.

Very sincerely yours,

Mary N. Winslow, Special Agent,  
Woman in Industry Service.

MNW:EFH

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December 4, 1918.

Subsistence Division,  
Quartermaster Corps,  
Washington, D. C.

Gentlemen:

The Woman in Industry Service is making a collection of pictures of women working on industrial processes. The object of this collection is to form a permanent record of the work women have done in the war. In order to get a representative group of pictures, we are trying to secure from the different branches of the Quartermaster Corps the name of some of the firms working on army contracts, where women are employed. Any information you can give us on this subject will be most helpful.

Very sincerely yours,

Mary N. Winslow, Special Agent,  
Woman in Industry Service.

MNW:EFH



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December 4, 1918

Motors and Vehicles Division,  
Quartermaster Corps,  
Washington, D. C.

Gentlemen:

The Woman in Industry Service is making a collection of pictures of women working on industrial processes. The object of this collection is to form a permanent record of the work women have done in the war. In order to get a representative group of pictures, we are trying to secure from the different branches of the Quartermaster Corps the name of some of the firms working on army contracts, where women are employed. Any information you can give us on this subject will be most helpful.

Very sincerely yours,

Mary N. Winslow, Special Agent,  
Woman in Industry Service.

MNW:EFH

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December 4, 1918.

Clothing and Equipage Division,  
Quartermaster Corps,  
Washington, D. C.

Gentlemen:

The Woman in Industry Service is making a collection of pictures of women working on industrial processes. The object of this collection is to form a permanent record of the work women have done in the war. In order to get a representative group of pictures, we are trying to secure from the different branches of the Quartermaster Corps the name of some of the firms working on army contracts, where women are employed. Any information you can give us on this subject will be most helpful.

Very sincerely yours,

Mary N. Winslow, Special Agent,  
Woman in Industry Service.

MNW:EFH



WAR DEPARTMENT  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON

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November 19, 1918.

Miss Mary N. Winslow,  
Labor Department,  
Washington, D. C.

Dear Madam,

In response to a request from Mr. G. W. Wood of the  
Committee on Public Information, this office is forwarding herewith two  
(2) sets of photographs numbered (x)26291 to 26315 inclusive.

These photographs are for official use only. Publication  
rights may be obtained from the Committee on Public Information, Washington,  
D. C., on payment of the prescribed fee of \$2.00.

K BANNING,  
Major, U. S. A.

By *A. H. Gerow*  
A. H. Gerow,  
Clerk.

*M 5-600*  
*B-135*