

12-28-20
HAC-5

Miss Ida M. Tarbell,
New York, N. Y.

The Fulton Bag & Cotton Mills located at Wythe Avenue and South First Street, overlooking the East River, is a well equipped eight story concrete and steel structure, towering high above many of the surrounding factories which gives it an air of distinction and refinement, and with our Management following Henry Gantt's system as near as possible, it certainly is a plant worthy of attention.

I have been associated with this concern for nearly a year and my work has been one continuous round of pleasure. The first six months that I was on duty I spent on the outside acquainting myself with other factories and the manner in which they carried on their work. Being situated as we are in a great foreign district, I also spent some time in learning the people, being desirous of knowing their home life and in what capacity they could best be used when applying for work in our factory.

I then took hold of the employment on the inside and our turn-over of labor is beginning to reduce to a remarkable extent.

We are confronted with the serious conditions of labor and it is doubtful whether at any time in recent years labor has been more of a problem than it is at the present time. Possibly some industries would question this statement, knowing the supply of workers was greater, that the price of labor was dropping, and that every man or woman interested in their position is carrying just a little more each day, and really basing their strength on a pre-war time scale.

We are studying this from every angle knowing that a reduction in wages is not always the best idea, but trying in every manner possible to bring up production. I feel certain that a

reaction will bring individual production up to a point higher than it has ever been, and it will be one of my duties to guide and to assist in this reaction as completely and as efficiently as possible.

I am interested in every portion of our factory work, working from floor to floor with men as well as women. I spend many hours with foremen who are working on different parts of machinery, knowing that this knowledge is so necessary in employment.

I guess it has taken the late war to drive home the fact that some had already dimly understood, that guess work stands no chance when confronted with knowledge and that the "man that knows" is the man industry is after today, and that the woman who employs must know in order to be capable in the position.

I follow the newly employed, helping them in every way possible and interesting them in our plant, and striving to make steady and contented workers of them, for a reasonably low labor turn-over can only be obtained where it is more pleasant for the employees to stay than to leave.

I am wondering, Miss Tarbell, if I have written anything that would really interest you in the least. I could write more in detail of the many minor things I do, that mean much in our industry, but I am sure you have a more thorough knowledge of investigating, employment and betterment work, than I have, and you certainly must realize that I have quite a work before me.