

"I looked on the undertaking with apprehension," he said, "and I have never been more surprised in my life than I was from the start with the adaptability and dependability of the women. You must understand that the work they are doing is not, strictly speaking, men's work - we do not allow them on heavy tasks, nor is it the work of the trained mechanic. It is light work - machines that we formerly put the boy of 18 and 20 on - young men's work. But they average far and away better than the young man. In the first place, they accept instruction. A boy doesn't want to be shown. He likes to pretend that he knows it all. The girl has no such feeling, she is eager for instruction. Then, if they get into a difficulty, they go to the foreman, which the boy often will not. They are more careful of their equipment, waste less. The percentage of scrap was at once reduced 15 percent, in the department where we put them at work, because of their painstaking. They never interfere with the program of production. If there is something to put through and an appeal is made to them, they take an interest in helping out. Frequently the young fellow seems to feel that he is showing manliness by indifference and carelessness and a refusal to cooperate in a pinch. On some of the jobs which they took over where men did not make 30c. an hour, the woman have run them up to 75c. This is partly because of extra nimbleness of finger, but largely because of their attention to business. Boys lose much more time in the shop than the girls do. They are always running out, stopping ahead of time, visiting. The girl attends to business, her mind is on it, she wants to make as large an amount of money as she can.

"One difference in favor of the boy, however, which is quite marked, is that he learns quicker by observation. He is more curious about the other man's work. He is always eager to get on a new machine. She is more often satisfied to stay where she is when once she is accustomed to a task. You have literally to drive some girls from the machine to which they have become attached; they regard it as theirs and do not want to try another.

"But there are exceptions. We have had women here who are actually hungry to acquire mechanical skill. Of course, now and then there is one that you cannot teach. She couldn't operate a winger on a washtub. My own judgment is that the time is remote when they will become all round mechanics. There are physical limitations. And yet we have at least one woman who is bound to be just that. There is no machine in her room that she has not run. She sharpens her own tools and sets them - sets all her own work. She will swing a belt as well as any man, and does it. She has been made assistant foreman of her room, and I look on her as one of the coming people in this organization. We started a blue print class not long ago, and she immediately applied to be admitted. She has invented a device for one of our machines which is of real practical value. She is but one out of about thirty women in her department but we don't get anywhere near one of her calibre out of every 30 men."

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