Amalgamated Centre

The Tailor Re-Tailored—
a Story of Surging Humanity

1928
May Day

Published by
The Chicago Joint Board,
Amalgamated Clothing Workers of America

On the Occasion of the Dedication of the
Amalgamated Centre
in the Cause of Labor
AMALGAMATED CENTRE

Published on the occasion of the Dedication of the Amalgamated Centre, the home of the Chicago Joint Board A. C. W. of A.

May Day 1928
THE FRONT ENTRANCE TO THE AMALGAMATED CENTRE, THE NEW HOME OF THE CHICAGO JOINT BOARD, A. C. W. OF A. ASHLAND BOULEVARD AND VAN BUREN STREET, CHICAGO
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The Amalgamated Centre described in this publication was designed by the firm of Walter W. Ahlschlager and Company to whom the commendation is due for a masterful architectural design and work.

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The Pioneers

1. Their Reality

THE PICTURE to the right presents a sight all too familiar to the workers in the labor movement, particularly in the days of old. The striking pickets are seeking to protect their right to their jobs and to decent, human standards of living. They are being pushed back by the police who are doing their duty as they understand it, a one-sided understanding, though. Paid by the people, the police invariably are found doing the bidding of the enemies of the people. The strikers, poor, wretched, more endowed with imagination than with physical strength, can do nothing but retreat, with curses choked in their throats, but with flaming thoughts in their minds of a bright future where they will be free, unrestrained.

2. Their Vision

THEY VISUALIZE their future. They see themselves a regenerated people, strong, young, capable of making an appeal to the world, that would shatter the foundations of injustice. Caged within the walls of the factory city, they see the building of freedom rising from behind the dark reality, a white, clean, powerful centre, the gathering place for their forces, the place from which they may launch a continuous attack upon wrongs to human rights—their home, their centre, their power-house. Now, eighteen years later the vision of the pioneers has become a reality. The Amalgamated Centre is a powerful fact. The workers of the clothing industry in Chicago are one hundred percent organized, protected by a mighty union. The sweat shop is no longer. Of course, the millenium has not been realized, but great progress has been made. The clothing worker has achieved citizenship in industry. He looks forward to greater achievements.
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On This Day of Our Triumph

By SAMUEL LEVIN
Manager, Chicago Joint Board, A. C. W. A. of A.

WE ARE a labor organization, a militant labor organization, and such we shall remain. The struggle of labor cannot come to an end before labor comes fully into its own, and when it does there will be new ends to fight for, and even greater tasks to achieve. The struggle of labor is a struggle for the human race which will go on as long as there will be social wrongs to make right. We have built the Amalgamated Centre and our organizations behind it to serve in the cause of this great struggle. We are now in our eighteenth year of continued, uninterrupted existence, of continued, unbroken marching onward. We have covered a great distance in these eighteen years and, as we look back from our present position of vantage to the chaos and desert of our starting point, we have every reason to be satisfied with the strides that we have made. Labor organizations, however, do not stop and rest in contentment. From the achievements of the past we must gain impetus for greater struggles in the future.

We have known misery, we now know triumph.
We have known victories and defeats. In the course of these years we have learned to turn defeats into starting points for greater efforts, into reasons for new attempts at advancing. We have learned not to let victory lull us into overconfidence. Militant labor organizations are never sure of their next morning even though their eventual triumph is beyond doubt. If vigilance is the price of liberty, militancy is but a form of vigilance. We have worked out a peaceful, regulated relationship with the employers in the city, or with most of them most of the time. We have established our organization as a factor of dominant significance in the men's clothing industry. We have achieved recognition and responsibility because we have left no doubt in anybody's mind that we not only live up to the agreements that we sign but that we have the power to enforce them.

In the course of our activity and progress we have deemed it our duty to help other labor organizations as much as it was in our power to do. We have very often taxed ourselves until it hurt. We have more than once gone into our treasury and taken others means, as well, to do our duty to organized labor. We have been generously rewarded for what we have done by the knowledge of our usefulness to our fellow workers in our common enterprise. We have always felt our association with the rest of the working class and we have been bigger and stronger for it. The willingness and readiness of our membership to fight a recalcitrant master class for rights and status, as well as the willingness and readiness of our membership at all times to recognize their obligations and duties toward their fellow workers, have made the Chicago organization of the A. C. W. of A. what it is today.

The labor movement is the greatest educational enterprise that history has known. The labor movement has raised millions of people from a state of intellectual servitude to the status of citizenry in the world of thought and aspiration. The labor movement cannot depend upon the good will of forces outside of it for growth and power. The labor movement must develop its power within itself. To that end it must learn at once to fight and to build. It must learn to turn thought into action and make action the basis of new invigorating thought. Our Amalgamated Centre, we know, will extend our opportunity for the execution of this task. By way of building its institutions, labor projects itself into the very heart of the present day social order. It develops the elements of a new order within the framework of the old.

Eighteen years ago the tailor was poor, degraded, wretched. Today, eighteen years later, as the result of struggle and achievement, the sweated, starved wage slave is a thing of the past. The clothing workers of Chicago, led by the Amalgamated, our international organization, are a social force to reckon with. Aware of their liberated human dignity, and of their growing power, they stand in the front ranks of progressive labor in this country and look forward to a time when labor and the human race will be interchangeable terms, a free, cooperating community, with no masters and no oppressed.
Outstanding Dates in Chicago A. C. W. History

1910, SEPTEMBER 22—The first great strike, bursting out as a spontaneous movement of protest against the unbearable conditions of the sweat shop trade, started in Shop No. 5 of Hart Schaffner and Marx. It grew to enormous proportions, completely tying up the trade and involving 40,000 people.

1910, DECEMBER 3—Charles Lazinskas shot in front of the Royal Tailor Establishment.

1910, DECEMBER 15—Frank Nagreckis shot while picketing. The killing of the two strikers had a great effect upon the other strikers and strengthened their determination to fight against all odds and win. It also turned public opinion and thereafter there was considerably less violence.

1911, JANUARY 14—Hart Schaffner and Marx signed an agreement with the workers in their shops involving over 6,000 workers. This was not a union agreement at all but out of it the Union grew.

1913, MARCH 29—The first union agreement was signed by the representatives of Hart Schaffner and Marx on the one hand, and on the other the local unions under the U. G. W., the Chicago Federation of Labor and the Women's Trade Union League.

1914, FEBRUARY 1—5,000 workers of Hart Schaffner and Marx met to celebrate three years of peace and effective contractual relations with the firm.

1914, OCTOBER 12—The United Garment Workers met in annual convention at Nashville, Tennessee. The officers refused to seat about 150 delegates representing the cutters' and tailors' locals at the convention. The unseated delegates reconvened at Duncan Hall, where they proclaimed themselves the real, representative United Garment Workers of America with Sidney Hillman as their President and Joseph Schlossberg as their General Secretary.

1914, OCTOBER 21—The Chicago locals assembled at great mass meetings and ratified the action of their delegates at Nashville.

1914, DECEMBER 25—A special convention of the clothing workers' locals who quit the obsolete United Garment Workers was held in New York. There the name of our organization, Amalgamated Clothing Workers of America, was chosen and Sidney Hillman and Joseph Schlossberg were elected President and General Secretary, respectively. The members of the General Executive Board for Chicago were Sam Levin, Sidney Rissman, Frank Rosenblum, Stephan Skala, and A. D. Marimpietri.

1915, MAY 1—The workers of Hart Schaffner and Marx answered the call of the Chicago Joint Board to celebrate May Day.

1915, SEPTEMBER 14—An organization campaign in Chicago was formally opened by a mass meeting of 8,000 clothing workers.

1915, SEPTEMBER 29—The drive was in full swing. Twenty-five thousand people were involved in a strike.

1915, OCTOBER 26—Samuel Kapper was shot and killed and a large number of other strikers were wounded in a riot on Harrison and Halsted Streets.
1922, JULY 1—The doors of the first labor bank in Chicago, the Amalgamated Trust and Savings Bank, were opened.

1922, DECEMBER 2—An Emergency Loan Fund was created as well as a Special Relief Fund to take care of the unemployed before the insurance fund was able to distribute benefits. No interest was charged on these loans to members nor was the bulk of the capital ever paid back by the borrowers.

1925, JUNE 26—The Chicago plants of the International Tailoring Company and J. L. Taylor and Company locked out its employees. The strike lasted nineteen weeks and cost the organization $600,000. When the strike was won the Chicago members assessed themselves $25.00 in order to replenish the organization's treasury.

1926, MARCH 18—The one hundred and fifty temporary cutters of Hart, Schaffner and Marx who were laid off on account of slack work, were given $500 each. This came from a fund of $500,000 of which one-third was contributed by the cutters still employed in the shops and the rest by the firm. The cutters waived their right to the jobs they had held in the industry.

1926, JUNE 4—The Chicago Joint Board contributed $10,000 for a Radio Station, established by the Chicago Federation of Labor.

1926, OCTOBER 28—The Amalgamated in Chicago chartered a special train for three hundred members who went to Terre Haute to the funeral of Eugene V. Debs.

1927, MAY 1—Chicago celebrated the Labor Holiday by laying the cornerstone for the Amalgamated Centre.

1927, AUGUST 9—Members went on strike to protest against electrocution of Sacco and Vanzetti.

1928, APRIL 16—The market agreement was renewed with the provision that the employers contribute 3 per cent of their weekly payroll to the Unemployment Insurance Fund instead of the 1½ per cent which they had contributed until this time.

1928, MAY 1—The Amalgamated Centre was formally opened.
The Tailor Re-Tailored
A Story of Surging Humanity

By J. B. S. Hardman

THE REASON FOR THIS BOOK

The story contained in this little publication composed cooperatively by the active workers of the organization is nominally the story of the Chicago clothing workers. It tells of the struggles of the Chicago clothing workers, of their achievements. It gives expression to their hopes. Only Chicago events and developments are reviewed in this publication. Yet the story is more than of Chicago interest alone. For, in reality, the struggle portrayed and the aspirations voiced in this book are those of all labor, of the human race tragically divided and inefficiently organized. The great human drama of our time centers around the conflict between the conscious, social purposes of the intelligent minority and the combined resistance of the few who control the destinies of society and the majority of the people who blindly follow the anti-social leadership of the few.

The organized labor movement is charged with a twofold historical task. It is obliged to fight the social group in power for the rights of the people and simultaneously to battle against the inertia and the sluggishness which hold most people in their grip. To this dramatic struggle the Chicago clothing workers have contributed a significant part. They have been a force to reckon with in the industrial struggle. They have helped to open social vistas of grandeur hitherto unknown to American labor. They have shown what labor, responsibly and imaginatively led, can do. They have been pathfinders and idol-smashers. Yet they could go no further than the collective mind of the labor movement in this country was ready to go. Had they attempted to go too far or too fast they might have detached themselves from the greater mass of the working people in this country, not ready to travel with similar speed. Under these objective circumstances the Amalgamated came to play the part of a model school of progressive, dynamic trade unionism. The union in Chicago has been the most potent carrier of this educational force.

THE HEART OF THE MATTER

Strikes, agreements, wages, lockouts, arbitration, elections of officers, labor banks, unemployment insurance, employment offices, the union’s headquarters, locals, mass meetings, the Joint Board itself—all these are but the shell of the matter, not its heart. Institutions and arrangements are but instruments in the service of a social end. They are subordinate to the movement. The heart of the matter is man. The constant aim of the movement is to elevate human living, to place it upon ever mounting heights. This aim may never be fully attained; it probably never will. Ours is a goal which one approaches but does not achieve. As distance between our achievements and our goal decreases, our ambitions grow. The beauty of our task is its unbounded limitlessess.

Humanity’s upsurge throughout ages, of which the labor movement is the conscious and purposive expression, can not be stopped. If its beginnings may be traced back to the first groan of protest of the slave under the overseer’s leash, its end cannot be foreseen or foretold. As long as man’s chest continues to expand under blowing winds, and his blood to take on color from the sun’s rays and his eyes to open wide to the green of grass and the blue of the sky, no end is likely to overtake our movement. The social movement grows with the growth of man.

The discrepancy between what life is and what it can be is the motive power of the social movement of our time. This discrepancy between the possibilities of life, its great promise and the prevailing conditions of living is all too grave in so far as the great numbers of people are concerned. The task of our movement is to bring human living into a working and progressive harmony with what life holds in store. The driving force of our movement will not exhaust itself as long as social living will lag behind the possibilities of life. Like the legendary creature of old who possessed the power of surviving destruction, the social movement of humanity is reborn out of its own ashes. It also takes on greater tasks as it goes onward and forward. The greater heights it reaches, the wider its outlook, the more inclusive its horizon.

THE TAILOR RE-TAILORED

Not all things that are most noticeable matter. Most often the most obvious things matter least. What stares us in the face may not be essential or significant. We are inclined to mistake the form of matter for its substance, words for their mean-
ing, things and arrangements for the ideas and relations which they represent. The people in the movement, too, are not infrequently prone to overlook the man behind the Sabbath, and forget that man was not made for the Sabbath but the Sabbath for man. The tailor was not born into this world to baste coats, to press pants, to fit lapels. All these things he does, primarily, to live. And when his living is reasonably assured he tries to do these things more effectively and more ambitiously. He seeks then, to express the human instinct of workmanship inherent in him by doing a more perfect job. It is then that he really lives and that is what matters.

The same is true of the movement. The tailor was not born to carry on strikes, to live up to agreements, to vote for officers, to be organized into local unions, a Joint Board and an International Union. All these institutions, arrangements and relationships have come into being in order to serve the tailor, the cutter, the presser, to make their lives more reasonable, more attractive, more livable, to make their lives worth living. The clothing workers were not made for the Amalgamated, but the Amalgamated for the clothing workers. In this one thought lies the gist of our movement, as it has been and as it is going to be as time goes on, if our past is at all an indication of what our future may be. The measure of the success of the Amalgamated is the measure of its having lived up to that obligation. The extent to which it has helped the clothing workers enlarge their living is the measure of the organization's legitimate pride. What can be done beyond that is the unlimited field of the Union's ambition.

In 1910 a strike of 40,000 tailors broke out, unorganized, with no constituted leadership, organization, policy or clearly stated objectives. The strike was largely lost. In 1928 the tailors of the days of 1910 and the others who afterwards joined the Union enjoy an orderly and powerful organization, one which knows of no accidents or incidents, which proceeds by a logic of its own, clear, determined, controlled. The tailors of 1910 appear thoroughly re-tailored in 1928. They are a unit of the labor movement, close-knitted, steel in struggle, smooth faced for round table discussions, dependable for support to friend and an indomitable enemy to fight. The re-tailored tailor is as precise as a machine in his fighting operations while he is intensely human in his reactions. In eighteen years a mob has been transformed into an organization, a crowd into a union.

It would serve no purpose to look to exact dates for beginnings and ends in the eighteen years' story of the clothing workers in Chicago. It has been a process, not a string of dates and facts. There were strikes, and misery, and failures, and broken agreements, and more strikes. Then an organization came, strikes and negotiations, arbitration, disagreements, strikes, and again there were victories, and lessons of defeat, and collective thinking, individual failings, internal fighting, demonstrations of solidarity. But throughout all these the tailor was being re-
tailored, a significant process compared to which all individual happenings were but details. Like the Earth-spirit in Faust the tailor might have said, had he chosen to speak in symbols:

"In Being's floods, in Action's storm
I walk and weave in endless motion!
Birth and Death
An infinite ocean;
A seizing and giving
The fire of Living:
'Tis thus at the roaring loom of Time I ply
And weave for God the Garment thou seest Him by."

In eighteen years the tailor wove the power by which we now see him. The AMALGAMATED CENTRE at the corner of the Ashland Boulevard and Van Buren Street is a fixation in brick, concrete and steel of that endless motion which is the sign of living.

SYMPATHY THAT COUNTS

THE OCCASION for this publication is the formal opening of the AMALGAMATED CENTRE, the new home of the Chicago Joint Board. This publication has therefore been restricted to accounts and reviews of Chicago developments by local people and our general officers. The editor has kept out interesting accounts of the activities of the Union in other centres. But what has come to be in the Chicago organization, barring points of size and detail, is descriptive of the Amalgamated everywhere. The feature of the activity in Chicago, as of all Amalgamated activity, has been the building of institutions to serve an immediate end but at the same time capable of meeting larger tasks than are immediately discernible.

The organization launched a labor bank. The Chicago bank, like the New York bank, can do a limited number of things. But labor banks are accumulating strength. They really are the framework of an apparatus capable of expanding its usefulness, of striking out in new directions when the time is ripe for procedure along new lines. The growth of the labor movement is the condition of the growth of labor banks. The organization has built its bank in Chicago with a view to immediate useful service and to developing the bank into a real power should an opportunity for such development arise.

Similar considerations prompted the Amalgamated in Chicago and other cities, several years ago, to raise considerable money for the famine stricken workers in Soviet Russia, and later on, to organize a corporation to take part in the rehabilitation of the Russian clothing industry. One was a case of charity, the other of business. The conscious purpose of the action was larger than charity or business. It was that of materializing international labor solidarity not content with pompous resolutions on state occasions but out to do things. The Chicago organization lent support to the steel workers on strike in 1919, to the Passaic strikes and to the mine workers. Naturally there was the impulse to render aid to fellow workers. But even more urgent was the desire to establish a tangible relationship between all the branches of the movement. The Amalgamated has done its share and more than its share.

The list below contains the contributions made by the Chicago Joint Board at various times during the last ten years to a variety of causes. The list carries a story which cannot make more eloquent. Only contributions amounting in each case to more than a thousand dollars are listed. The range of the Union's interests is wide. The Mississippi River flood relief finds a response in the organization as well as the Italian anti-Fascist paper, Il Nuovo Mondo. The Japanese earthquake sufferers have a claim on the clothing workers' active sympathy as well as the fur workers' strike in New York or in Chicago.

The following, as stated, does not include donations of less than one thousand dollars:

- The Steel Strike, September, 1919...$72,300.00
- The New York A. C. W. Lockout, January, 1921..........................626,311.00
- The Russian Famine Relief, August, 1921..............................60,000.00
- The Japanese Earthquake Relief, September, 1923.....................6,200.00
- The New York Cloakmaker's Strike, September, 1924..................17,500.00
- Spravedlnost, Chicago Bohemian Daily, September, 1924...............1,750.00
- The Illinois Mine Workers, October, 1924.............................6,500.00
- Il Nuovo Mondo, N. Y. Italian Daily, November, 1924................5,000.00
- The United Mine Workers of America, March, 1926.....................7,500.00
- The Illinois Mine Workers, September, 1927.........................3,500.00
- The Los Angeles Tuberculosis Sanitarium, 1924-1927................18,000.00
- The Textile Strikers, March, 1926.................................2,000.00
- The Chicago Federation of Labor, Radio Station, May, 1926........10,000.00
- The Furriers Strike of New York, June, 1926..........................7,500.00
LAWER CENTREES FROM THEIR VERY early days labor organizations strove to have their own centres. The many gray, inconspicuous buildings, rarely more than two or three stories high, in a number of cities where labor at one time or another has made headway, are unseemly, unpretentious. Their cheerlessness conceals moving stories of how building funds were raised, dollar by dollar, and maintenance expenses met in an almost miraculous manner. These are stories of untold sacrifices made by groups of loyal members, of hard labor done by a few individuals entitled the "Board of Directors," or "Trustees," of endless worry and of only rarely achieved material security.

Perhaps the desire of a labor organization to have a home of its own, springs from the same psychological and material sources as the yearning for a private home in the case of the family. The labor organization, as the family, wants to be alone and by itself. They want to do "as they please" without the interference of the curious or the maliciously interested. It is one thing for a labor group to stage a play or to run a concert with their own talent at the union's headquarters, and it is quite another thing to do these things in a hired hall. These may not be prime considerations. They are important, however.

Then there are other motives of more vital significance to the organization. Their official records, their material for history—and every union proposes to see itself mirrored in history—will not readily stand the brunt of idle curiosity. All these are safer in the union's home. It is safer to assemble pickets in a building where the janitor and the superintendent are the union's people. No one will tap the wires in the union's own building as easily as in rented headquarters. Material and psychological considerations all have assisted that old, ever persistent desire of labor organizations to have centres of their own.

The experience of the European labor movement, richer than ours, as it generally is, presents a more interesting story of developments in this field of building labor centres, than that of American labor. There, more fully than in our country, one can follow up the gradual development of the labor movement itself through observing the centres built and maintained by labor organizations. There the labor centres tell the story of the movement in degrees of growth and in types of culture. From the labor centre which originally housed a saloon and had adjoining meeting rooms we proceed to the labor centre which contains a reading room, a library. Then comes the labor centre with provisions for various recreational activities and dramatic performances. Eventually, labor sports enter the labor centre. All these are degrees of development showing the penetration of labor into the social organism, or the development of various social entities within the labor organism.

The home built by the Chicago organization represents the last point of development in labor centre building. Realistically opportunist as the Chicago union has always been in industrial matters, in the case of the CENTRE it has acted the hundred percentist. In an industrial matter the Chicago organization would not wait until it could secure all that it wanted, but would take what it could get immediately and then seek to secure more. From this established policy it receded in the policy it pursued while building its home. The Union would not build a small labor centre which would, for the time being, satisfy the organization's housing needs. It waited until it could build a home that would meet all the Union's possible needs. The reasoning probably was that one can take a 10% wage

![STRIKERS' PARADE OF 1915](image-url)
increase and then try to get another 10% next month or next year but one cannot build a home today and then a larger home tomorrow. Thus the building of the *Amalgamated Centre* was postponed from year to year until sufficient money was raised to make possible all the features that were most desirable. The Union waited until the organization was solidified in every direction. The International Strike had been fought and won, and the drive against the out-of-town runaways of 1926 with the coincident trials of that year were over before the work of building the Union's home was undertaken. The year of 1927 saw the breaking of ground and the laying of the cornerstone. And May Day of 1928 is celebrated in the Amalgamated building.

**The Amalgamated Centre**

The manager of the Joint Board thought of preparing a summary of the materials which went into the making of the *Amalgamated Centre*. Ours is a world of figures and sizes and dimensions. These figures are impressive. The readers who wish to be impressed by the number of cubic feet of ground excavated or by the number of bricks that went into the structure, or pounds of steel, or of cast iron, or of bronze, or of the total of square feet of mesh, is free to enjoy himself. Undoubtedly there is impressiveness to the 7,000 ft. of hair felt used and to the 2,755 men who were employed on various occasions on the job, the building of the *Amalgamated Centre*. Let there be no mistake, however, about the item of 100,000 rivets which keep all these ma-
terials together. Rivets may keep them together but it is human genius and human ingenuity that puts them together, and it is the power of organization that will see that the building, heavy and massive as it is, does not run away from its purpose of serving in the cause of the labor movement.

THERE WENT INTO THE MAKING OF THE AMALGAMATED CENTRE THE FOLLOWING:
134,800 cubic feet of stone and granite and concrete;
615,000 bricks;
1,863,680 pounds or 830 tons of steel, cast iron and bronze;
100,000 rivets;
9,500 yards of metal lath;
550,000 pounds or 245 tons of lime and cement;
12,126 square feet of sheeting;
99,000 square feet of mesh;
41,000 square feet of metal lath;
9,495 galvanized and asphalted anchors and Lewis bolts;
313,000 pounds or 140 tons of art marble;
4,390 square feet of St. Genevieve marble;
10,500 steel floor chairs;
2,900 steel and wall isolators;
7,000 square feet of hair felt;
178,100 pounds or 35 tons of cork fill;
Two steam supplied hot water heaters;
One fire pump and one house pump;
One set ejectors to handle all sewage and basement drainage.
760 feet of underground piping;
15,000 linear feet of piping installed above ground;
43,288 cubic feet of ground were excavated for the foundation;
165,881 hours put in work plus 13 weeks plus 2,992 days.

BEWARE OF CHICAGO TAILORS have been good fighters. Those who chose to match strength with them rarely failed to learn an instructive lesson. The remarkable thing about the Chicago organization is that up to a few years ago most strikes in Chicago were lost. But somehow or other, the workers would lose the strike and win the union. Which perhaps shows that victory is not always achieved in the open encounter and determined by the immediate outcome.

Good fighters, the Chicago workers have also proved good merry makers. There is not another organization in the Amalgamated which knows better the art of celebrating, of rejoicing, of seeing through an enthusiastic gathering. They flooded the Convention held in Chicago in 1922 with a deluge of flowers. Perhaps they are sentimental too, but they certainly know how to laugh. Anyone who has ever visited a meeting of the Joint Board or a meeting of the Activity knows how easy it is to provoke a hearty laugh in this gathering. And one will not take a chance on doing so unless he can participate in the laughter he provokes.

The Chicago Amalgamated is not an organization of angels. The people of the organization are as good or as bad as the average run of organized workers, except that somehow or other, they have managed to stay healthy and youthful even though their gatherings show an increasing number of heads covered with the snow that never melts.

It may be said on this occasion that the Chicago organization of the Amalgamated has managed to steer clear of the pitfalls both of loud-mouthed democracy and of the type of leadership that really amounts to bossism. The Chicago organization is a representative democracy. It is not dominated by anyone. In the nature of things, it is guided by an active, purposeful minority but that group is large and knows the true meaning of democracy and how to operate it. They are not afraid to take a position. They won't do so unless they have to, and when they set out to see a matter through they make sure, first, that they understand their people; second, that they are understood by their people; and third, that the whole machinery of the organization is prepared to carry a program into effect once it is drawn up. Do these people ever go wrong? Of
course they do. If they did not their place would have been in heaven and they did not choose to go that high. Yes, we have no angels in Chicago, but we have good people and a real organization.

THE JANITOR

THE EDITOR OF this book had a strong desire to interview two people in connection with the AMALGAMATED CENTRE, namely, the architect and the janitor. He thought that the architect might tell him a wonderful story of how castles can be built in the air with firm foundations in the ground and he further thought that the janitor might tell him of an interesting, constructive plan for managing the building, keeping it clean of all kinds of irrelevancies, keeping it strictly confined to its proper functions, serving the aims of those who built it. The editor did not interview these two gentlemen, however. He did not have the time to look them up but what is more, he decided that after all it wasn’t the architect who really made the building nor is it the janitor who will keep it clean and orderly. The forces that made the AMALGAMATED CENTRE what it seems to be, and who will make it stay what it ought to be are in no one man’s hand, not even in the hands of the general manager of the Joint Board. It is the organization, the collective body representing the experience of the eighteen years that the clothing workers have lived in this city as well as the age old struggle of the man who labors, to which one must look for both imagination and restraint. If the architect and the janitor can be thought of as a composite personality, capable of giving vent to plans and preventing plans already made from becoming either obsolete or disorderly, the name of that personality really is the A. C. W. of A. So the Editor bows to the Joint Board in Chicago, as the makers and the keepers of the AMALGAMATED CENTRE.

Patterns

WOULD you lay a pattern on life and say, thus shall ye live?
I tell you that is a denial of life:
I say that thus we pour our spirits in a mould, and they cake, and die . . .

Thus, indeed, we become the good and the respectable:
Thus we neither lie nor steal, and we commit neither murder nor adultery:
But truly when I look at the holy ones, the pillars of society,
I am fain to go and get drunk or go talk with publicans and sinners . . .

I want to go to the man who quickens me:
I want the gift of life; the flame of his spirit eating along the tinder of my heart:
I want to feel the floodgates within flung open and the tides pouring through me:
I want to take what I am and bring it to fruit.
Quicken me, and I will grow:
Touch me with flame and the blossoms will open and the fruit appear . . .
Call forth in me a creator, and the god will answer . . .
And then if I commit what you call a sin,
Better so . . .
It will not be a sin; it will be a mere breaking of your pattern:
For the only sin is death, and the only virtue to be altogether alive and your own authentic self.

—James Oppenheim.
The Dedication of Our Centre

By JOSEPH SCHLOSSBERG
General Secretary-Treasurer, A. C. W. of A.

To the Men and Women of the Amalgamated in Chicago!

ON BEHALF of the general membership of our international organization, I greet you and congratulate you upon the dedication of our magnificent AMALGAMATED CENTRE.

I wish it were possible for me to convey through words the thrill that I experienced recently when visiting the CENTRE. The steel, stone and mortar which compose the structure, are the crystallization of the hopes of a multitude of workers. Those workers were dreamers who saw an inspiring vision and who undertook the struggle for the realization of that vision. Throughout human history the dreamer has set in motion forces which have carried civilization onward. Moses was the first great visionary to win immortality; he saw the promised land—but in vision only. The power of that vision enabled Joshua, man of the sword, to conquer Jericho. From the days of Moses to our own, men and women have seen noble visions which filled the voids of life and brought relief and hope to the suffering.

Every age, every generation, every day, has its own dreamers—men and women whose vision of a happy future is not obscured by the miseries of the present. We have had ours, especially in those days when faith in vision was our only source of strength. Would it have been possible for the enslaved clothing workers of 1910 to rebel against bondage if a great vision had not stirred them to action? Their efforts were not prompted by materialistic calculations; they were inspired by that sacred human faith which moves mountains.

The outside observer may not have noticed the spiritual strength of the impoverished clothing workers because a soul does not necessarily carry with it such powers of self expression as would make the seer conspicuous among men. Many a great spirit has resided in a socially obscure individual. The number of unknown soldiers in the struggle for workers' emancipation is immense. These unknown people expressed themselves in absolute loyalty to the cause, silent suffering, and that heroic self sacrifice on which the limelight of popular praise and acclamation is rarely turned. The unknown ones are the great mass which when thrown to the ground in defeat draw new strength from the earth and rise again for more battles and greater sacrifices. From that inspired mass came the martyrs whose young lives were drowned in their own blood on our picket lines. Who among us will ever forget our brothers, Charles Lazinskas and Frank Nagreckas, killed in 1910, or brother Samuel Kapper, murdered in the strike of 1915? Nature had been cruel to Kapper. It had denied him the gifts of speech and hearing, but though he was physically inarticulate he was spiritually eloquent. The memories of such martyrs are imperishable.

According to the record, all of our strikes in Chicago, except those of 1919, were lost. But were they, indeed, lost? Was the turning of the tide in 1919 an accident, a miracle? No, the triumph in 1919 was the realization of the first stage of the vision which had brought hope to the workers in the previous lost battles. The spiritual strength of the workers—they had no other—gave force to that vision. The workers voluntarily accepted hunger, persecution and all the hardships of an uneven struggle with a powerful and vindictive enemy. That struggle required spirit, soul, true manhood and womanhood, the best that there is in human nature.

Those of us who have the good fortune to be seen and heard individually are indebted for that to the vital spirit of the many. We are seen and heard because the great masses have risen from the dust and from their knees and, by making us their spokesmen, have raised us to the public view. But if we appear to the outside world to be somewhat above the mass it is only because the powerful muscles of the many are upholding us.

Our organization has been built with love and faith. It is the product of the collective will and power of the organized clothing workers. The dedication of our CENTRE today is no detached event in the life of our organization. It is the crowning achievement of eighteen years of progress in elevating the great masses in our industry to higher levels. When the workers are thus raised, Humanity is raised. When the workers are freed from oppression, all Mankind is freed. This is the supreme significance of the labor movement.

Our CENTRE has cost a million dollars, paid by ourselves, with workers' pennies and dimes. This is truly wonderful and will receive universal praise.
THE DEDICATION OF OUR CENTRE

GENERAL SECRETARY JOSEPH SCHLOSSBERG

But infinitely more wonderful is the vast spiritual power which has united tens of thousands of hearts and souls and made possible this million dollar workers’ CENTRE. The CENTRE is but a symbol of the real achievements. This magnificent building, if deprived of the sanctity that it derives from its labor movement ownership and use, has only a certain commercial value; nothing more. The purposes for which the building is intended endow it with a value not to be estimated in terms of material wealth. This higher value will be enhanced by the use we will make of the building.

Our CENTRE is dedicated to the cause of labor. It should have the ennobling atmosphere of true religion, of religion that consists in the service of a great human ideal. The highest labor movement ideal is the inauguration of a democratic and cooperative industrial society.

On the portals of our new home we inscribe:

HERE DWELLS THE SPIRIT OF ORGANIZED LABOR

Man many In One

By STEPHAN SKALA
General Executive Board Member, A. C. W. of A.

THE OFFICERS and active members of the Amalgamated have hoped from the time the Chicago clothing industry was first organized for a home in which they could carry on all kinds of social and cultural activities for the entire membership. What a splendid opportunity our AMALGAMATED CENTRE will afford for this purpose, with its many and varied facilities for all sorts of pleasurable and profitable enterprises!

Even when we had only the most limited facilities the Chicago locals made an effort to develop activities that would broaden their members culturally. Some of the locals arranged social gatherings from time to time in the best hotels of the city with the desire to give the members the finest things that they possibly could. Other locals made a special effort to develop and encourage educational meetings and they secured for them outstanding lecturers in different fields of educational endeavor.

Since the Chicago organization is composed of many different racial groups, and since each nationality has its own customs and traditions, many of the activities in which the members engage are marked with characteristics of this or that national type. Some express themselves in folk songs, some in national dances, others in sports and dramatics. Yet these different activities have not been at all harmful to the organization as a whole. On the contrary, they have drawn the membership closer to the organization and while the members had ordinarily looked to outside organizations and clubs for recreation and social activities, they now found them right in the Amalgamated. The spirit of friendship and fellowship in the organization was strengthened by the promotion of these activities.

It is not uncommon at social gatherings where all the nationalities of the organization come together for the Bohemians to join the Italians in singing “Solo Mia,” for the Poles and Lithuanians to join the Bohemians in singing “Mnogo ljeta zivijo,” and then for all to join the Jews in singing “In Schenkel Arain.” The spirit of international brotherhood in our organization is promoted by social contact, through gymnastics and sports in which the groups join for friendly competition. The AMALGAMATED CENTRE, the name so very well chosen, will be the center of all these activities, and, we all feel certain, will further them and enrich them.
The Government and Institutions of the Chicago Joint Board

All legislative power in the Chicago organization is vested in the membership whose will finds expression in the following manner:

1. Through voting for business agents, a General Manager and a Secretary-Treasurer.
2. Through elections of delegates to the Joint Board and Executive Boards and non-paid officers of the various local unions.
3. Through direct voting in local union meetings, on actions of the Joint Board or recommendations to the Joint Board, at shop meetings called at regular intervals and at general membership meetings which are called by the Joint Board whenever a serious decision is to be made.

All administrative activity and management functions are vested in the Joint Board and its officers. The Joint Board has the right of initiative in all matters within the prescriptions of the National Constitution of the A. C. W. of A. and the unwritten law of the labor movement. All action of the Joint Board which has no confirmation in the previous experience of the organization must derive new authority from the members acting through the local union, shop chairmen's meetings and general membership meetings, as the case may be. All action taken by the Joint Board is submitted for approval to the local unions and vice versa.

The local unions are composed of workers in the shops who are grouped either by trades, operations, racial origin, or who embrace several operations too small to be organized separately. There is one Women's local (No. 275). There are separate locals for the Bohemian, Italian, Lithuanian and Polish workers. There are Pants-makers', Vestmakers', Cutters' and Operators' locals. Each local has an elective Executive Board. On important occasions all the Local Executive Boards meet with the Joint Board to decide on momentous matters. The Local Union is the basic group unit in the organization. The Local Union meeting is the open forum where the rank and file of the Union come together to discuss their affairs and to lay the foundation for union legislation. The Local Union is, therefore, an extremely important instrument for bringing the wishes and mandates of the workers to the Joint Board and interpreting directly the actions of the organization to the members. A Local Union may take up the grievances of individual members or groups against an employer and though Local Unions cannot call strikes, they may request the Joint Board to do so. A Local Union may discipline its members for improper acts, though the members may appeal from the decision of the Local Union to the Joint Board, and if not satisfied, to the General Executive Board of the A. C. W. of A.

The Joint Board consists of delegates from the local unions and these delegates elect a Board of Directors which is the Executive Board of the Joint Board. It is the central and directive body of the Union in Chicago. Its legislative powers are circumscribed by the general constitution of the Union and its promulgated industrial policy. The Joint Board represents the local workers in the general body of the Amalgamated and is the representative of the International Union in dealings with the employers. The Joint Board also represents the clothing workers in the city in all matters affecting the interests of the workers as part of the labor movement. The Joint Board of the Amalgamated in Chicago has time and again taken the initiative in bringing the clothing workers of this city into closer touch with the general objectives and the various activities of the labor movement.

The shop chairman is elected by his co-workers in the shop to protect their immediate interests and to give expression to their grievances against the foreman or employer. He makes the first attempt to settle differences in the shop and, if unsuccessful, he takes them up with the business agent or deputy in charge of the shop when they do arise. The majority of the misunderstandings that arise in the shops never reach the business agent because of the activity of the Shop Chairman. The importance of the Shop Chairman in the union organizational structure is not to be underestimated. Though not a paid officer, he...
The Board of Directors of the Chicago Joint Board A.C.W. of A.

is recognized by employers as the immediate representative of the Union whose function is to render first aid in an industrial emergency. General meetings of shop chairmen are called by the Joint Board when significant decisions are to be made or when matters of great importance are to be brought before the general membership.

The Employment Exchange is an organic part of the Chicago Joint Board. Under the union agreement which prevails in the industry, employers are obliged to call the union’s exchange service when they need workers. If the exchange cannot supply them with the necessary help within forty-eight hours, they may go out into the open market for it.

Unemployment Insurance is a part of the standards-protective manner in which the Chicago Union functions. To the Chicago Organization and the Amalgamated generally goes the credit for establishing the first joint Unemployment Insurance Fund known in any industry in this country. This fund is made up of contributions made by both the employers and the workers. The workers pay toward it 1½% of their weekly earnings; the employers pay (since May, 1928) 3½% of their weekly payroll. Up to May 1st, 1928, about $4,500,000 had been contributed by both sides to this Fund of which about $3,500,000 has been paid to workers who had been unemployed at one time or another through no fault of their own. Giving the worker aid in time of need, unemployment insurance is tantamount to a system of insurance of labor standards. By protecting the worker when he is hard hit, this protection gives him strength to uphold and stand by his union working conditions.

The IMPARTIAL machinery is more than a name. It is an institution in the men’s clothing industry. It represents a successful attempt at meeting the most complicated problem of our day, that of industrial relations between the collective power of the workers and the individual ownership of industry. Elsewhere in this publication Dr. B. M. Squires, Chairman of the Board of Arbitration for the Chicago market tells the story of the impartial machinery in this city.

The DUES paid by the members are the basis of the organization’s financial system. The dues paid by the membership for the Chicago organization amount to $2.00 a month ($2.25 in the Cutters’ Local 61). The dues are paid by the individual members to the Shop Chairman who then turns them in to the Joint Board. The Joint Board then credits the Local Unions with the amounts paid by their members, and divides all the dues collected into three parts. Fifty cents a month is the fixed amount paid to the General Office for each member. In addition to this, 7½ cents is paid for each member for the monthly cost of the official international publications. The Joint Board retains 92 cents of the dues, and the locals receive 5½ cents of the balance. Of the remainder, 25 cents goes into the building and maintenance fund, and 20 cents into the reserve fund.

The AMALGAMATED TRUST and Savings Bank of Chicago, at 111 West Jackson Boulevard is the union’s bank, owned and controlled by the Union in the interests of the labor people of this city. The bank was organized in July, 1922, and has been making steady progress ever since. It performs all the services which other banks perform, but handles the people and their problems in a manner which protects and advances the interests of the laboring man and the man of small means. The bank has stimulated and developed a number of side activities such as an investment corporation, a loan fund, co-operative buying. The dollar transmission service is an outstanding accomplishment of the Amalgamated Bank. It has helped connect people in the United States with their relations abroad, brought help and comfort to those in need in Europe and happiness to those in this country who could assist their friends abroad.
The Open Secret of Successful Organization

By Sidney Hillman
General President, A. C. W. of A.

As we celebrate the realization of one of our fondest hopes, the opening of the Amalgamated Centre, it is hard not to think back on former years. We cannot help recalling the days when the whole membership of the organization could be housed in one of the small halls of our new building, the days when all the business of the organization was transacted in one little office with a few broken chairs and one old desk.

It is a far cry from the conditions prevailing among the clothing workers of Chicago in 1910 and today. The momentous struggle of 1910 forced tens of thousands of clothing workers of Chicago to the streets, not in response to a call of the organization, but by intolerable conditions, starvation wages, unlimited hours, and oppression in the shops that destroyed all sense of self-respect in the men and women working in them. During the long months of that memorable struggle without an organization to back us, with little financial support from the outside and with no reserve of the worker on which to fall back, a contest raged for the recognition of human rights in the shops. It is hard for people who did not participate in those eventful days to realize the sacrifices our men and women were called upon to make. Not merely had they to face starvation at home, but the cruelty and brutality of the police on the picket line.

What did the hardship and suffering of that early strike result in? The people were forced to return to their old miserable conditions in all the shops save one. That one exception was Hart, Schaffner and Marx. With them an agreement was reached not granting the workers the recognition of their organization, but merely giving them an opportunity to have their complaints considered. In the other shops the workers were forced to return through the back door, and happy were those who were taken back. Many of the people who participated actively in the strike of 1910 were victimized for months and years afterwards. They were forced to remain without jobs, to look for other employment and to wait until their record in the strike was forgotten by those who had the power to give them employment. Autocracy under the name of the open shop in the clothing industry once more prevailed.

But while the ranks of the strikers were broken, not so their spirit. The motto of the city of Chicago, “I will,” found a real expression among the clothing workers, with the substitution of the word “we” for “I.” Those of us who were fortunate enough to work in the shops of Hart, Schaffner and Marx determined to make a real organization, to weld the

THE HEWER—George Gray Barnard
many groups in the shops into one vital force, to make our beginning the corner stone and foundation for an organization of all the clothing workers of the city of Chicago. Those were hard days. Those were times that tested the vitality of the organization and the courage and loyalty of the individual members of the organization. Surrounded with non-union shops, the people working in Hart, Schaffner and Marx, without experience in organization, were thrown completely upon their own resources. Many a member lost his job because of activity in the Union, with disastrous consequences. To lose a job in Hart, Schaffner and Marx, in the only place where union people worked was tantamount to being barred from employment by all the other concerns in the city.

Those were the days when workers in the shops were afraid to speak to officers of the Union in the fear that they might be spied upon and discharged. It is true that we had the support of many friends, most effective support from the splendid group of the labor movement in Chicago, the Chicago Federation of Labor and its courageous leaders, John Fitzpatrick, the President, and Edward Nockels, the secretary; the cooperation of the Women's Trade Union League; the assistance of men outside of the labor movement whose interest we were fortunate to enlist, such as W. O. Thompson and Clarence Darrow. Of untold assistance to the working out of our problems was the happy selection of John E. Williams as Chairman of the Board of Arbitration, and James Mullenbach as chairman of the Trade Board.

Still, the outlook was anything but encouraging. Time and again we met in the little office at Hod Carriers' Hall or at 317 Quincy Street, the headquarters of local No. 61, and it appeared as if the organization would not be able to weather the storms which arose from time to time. Was it possible for a small group of organized workers surrounded by open shops to work out in our destiny? The answer to that was definitely: No. The organization could survive only if it could make headway. To stand still would be merely to await patiently our annihilation. There was no question in the minds of the men and women composing our ranks as to what policy should be followed. We determined without discussion that our right to exist as an organization must not be questioned, and with the "We will" determination we worked ceaselessly and consistently to make our right to live a reality.

Many were our problems. We had to develop an understanding of our problems in Hart, Schaffner and Marx, learn the details of management within our own ranks, find the ways that have ultimately made us the constructive force in industry that we are today, and at the same time keep on an aggressive fighting policy that was ultimately to bring the non-union shops within our fold. Blending aggressiveness and militancy with responsibility into one policy was no meager task. To the greatest credit of the membership in Chicago is its successful taking of this challenge, its formulating simultaneously a policy that has meant the successful working out of our agreements, the drawing of the greatest number of our members into the actual working of our agreements. Thereby the Chicago organization created a real, working democracy and at the same time has constantly carried further the message of organization to the unorganized.

Since the organization of the Amalgamated on a national scale, our Chicago organization again found itself in the front ranks whenever its cooperation was necessary. The Chicago organization has become the laboratory for Amalgamated policies. Unemployment insurance, that holds so much for the future not only of our members but of the other work-
ers in the country, has been introduced, tested, and worked out in the city of Chicago.

The leading group in the organization, which in Chicago terminology means also the most active group, has from the beginning developed its administrators, its fighters, its diplomats, its negotiators and its enthusiasts. They were all blended into the unionism which has at times been referred to as the Amalgamated Spirit, a thriving spirit in a growing body. The internal organization fight which our people had to see through when the old organization was recast and the A. C. W. of A. formed, was of further help in the development of the integral kind of unionism, which has reached its most adequate expression in the Chicago unit of our international organization. And so there grew a union charged with grave, yet promising administrative responsibility, as in the case of Hart, Schaffner and Marx, a union obliged to fight relentlessly and by all available effective means, in every other part of the market, a group cemented by ties of industrial aspirations, as well as a social outlook.

The Amalgamated, as well as the group in the pre-Amalgamated days, had the active support of the labor movement in the city, though technically we were outside the official body of organized labor in the United States. The story of the relationship between the Chicago Federation of Labor and our Union would supply an interesting and instructive chapter. At this point its chief character is this: because of the schism our organization in Chicago has been prompted to develop a sense of kinship with the labor movement as a whole, regardless of the formal and nominal divisions. We learned to appreciate cooperation in reality and bothered little about shibboleths, taboos and labels.

The Amalgamated Centre, the latest contribution of the Chicago Joint Board to the labor movement, is too good for the tailors, I have heard people say, and if I had not heard it I would expect it to be said from one quarter or another. Well, nothing can be too good for the tailors. Many a shortcoming of the American labor movement is due, very largely to the workers’ lack of confidence in their own potentialities and their limited vision of the things to which they are entitled. We want everyone to have beautiful places to live in and to work in. The crying discrepancy between the rich and the poor is likely to breed hopelessness, despair, or emotional and physical rebellion. On the other hand, the discrepancy evidenced by the rich taste and beautiful comfort of the Centre built for the labor movement, and the homes of the workers which lack in comfort and beauty is certain to result in constructive endeavors of high social significance. It will give shape and direction to the desire for the good things of life and point the way—through organization—to securing them in a socially effective manner.

The Amalgamated Centre with the impressive tower at its southeast corner eloquently expresses the leading idea which has animated and inspired our membership and activity through all these eighteen years of struggle and growth: a solid, massive foundation in the ground and a dynamic urge toward greater heights. This has been the slogan of our organization and the character of its inner life. This has been our program which, as time goes on, finds fuller expression in our activities.

The first agreement in the Chicago market called for wage increases on ten dollar levels and for a minimum wage for women not below five dollars. What has happened since needs no restating. It is history. Had we, in our undertakings, always been out for the maximum and taken nothing less than all, at a particular time, no progress would have been made. Had we not dared to dream in those days, the realities of today would not be and, if they had happened by accident, we might not have proved worthy of them. The effective fight for an ideal prepares the fighter to make the most of what he may secure.

The upbuilding of a labor organization is not a gambling exercise. It requires imagination and hard sense. Eighteen years ago we were a burden to every charity organization. Today our name stands for power and resourcefulness in the labor movement. The earnings of our people today may not be the highest but they are as high, and surely as secure, as any in the skilled trades and when conditions in industry improve we may confidently look forward to making further strides.

The clothing workers submit their latest achievement in stone and steel, the Amalgamated Centre to the movement, as a gift and a challenge. This work is another demonstration of what organized labor can do, impelled by the spirit of loyalty to the movement and guided by a constructive, intelligent program.
An Industrial Union with a Social Vision

By Jane Addams

Hull House, Chicago

As a student and observer of our national trade unions, I have watched the growth of the Amalgamated with keen interest, the more so since I had the opportunity to participate more or less actively in the struggle which brought it into being. Having watched the organization grow and expand, I am not at all surprised by the place which it has attained in our national life. Its towering position appears to me to be the product—the natural and inevitable product—of the characteristic which has distinguished its personnel and its philosophy from the days of its inception to the present moment. I refer to the sense of social obligation which preeminently typifies everything that the Amalgamated has done.

The Amalgamated has always been animated by the desire to achieve the broadest possible social values. It may be laid to the leadership headed by Mr. Hillman that this is so. The Amalgamated, as its accomplishments show, has never been merely wage conscious, has always avoided being only trade conscious. It has concentrated its energies fully upon the needs of the industry as part of the national life, and upon its members as part of the social body. Even when it was weak in power, this organization was strong in upholding the principles for which it stood. Even when it was immature, its voice was vital and its will was strong. Today, grown and powerful, it still pursues the broad social aims toward which it worked in its earlier days. The Amalgamated Centre in this city where the Amalgamated members and their families will have every means at their disposal for cultural and social enrichment, is the latest milestone in this broadly ramified social program.

It was, of course, in the development of industrial democracy that the Amalgamated did its great pioneering work and made its contribution to industrial peace. We have but to imagine the other industries of the country, operating under the conditions prevailing in the men's clothing industry, under the provisions of the type of agreement that obtains between this union and its employers, to think of a state of society which would have the solid foundation of what we call democracy. A virtual democracy of this sort would have its reverberations on the political life of the country; it would reinvigorate and make more genuine what today goes by the name of political democracy.

The industrial achievements of the Amalgamated, viewed in terms of their human significance, have done more than raise the material standard of living of the people of the industry. I have seen the Chicago clothing workers expand as individuals under the stimulus and training of the educational endeavors of their organization. No other union in the city, and as far as I know in the country, has done as much as this group to educate its members, to place within their reach the most varied possibilities and opportunities for intellectual advancement.

What seems to me most significant of all of these achievements is the fact that the motive force for them has sprung spontaneously from the heart and soul of the people themselves. It was not engendered from outside; it sprang from within and expanded as it continued. In this respect the Amalgamated differs essentially from other institutions of a social nature. Our educational system, for example, represents the effort of the trained and educated to bring learning to people from outside. In social, and in settlement work, in early days the same was true. While our hope is that we may succeed in bringing to the individual something which will remain with him as the seed of further growth, it is nevertheless true that we come to him from the outside. The impetus which has animated the Amalgamated, however, from the original protest action against the United Garment Workers up to the present day, has been an impetus generated from within themselves. Many an humble social worker may receive encouragement from this fact, by realizing that short cuts to eventual results can hardly be achieved by forcing people from outside. The most real social progress proceeds, even if slowly, when people help themselves by their own will and efforts, as has been done so notably by the workers in the men's clothing industry of this country, and particularly in the Chicago unit which has been the fullest expression of the Amalgamated totality of experience.
The Chicago Amalgamated a Force for Social Good

By William A. Cunnea
Attorney for the Chicago Joint Board, A. C. W. of A.

The officials of the Amalgamated showed from the beginning that they meant business "on the level." They made it indisputably clear that they could not be corrupted and that they were out for the Union, not for themselves. If that had not been true, it is doubtful whether the organization would be where it is today. When the "secessionists" in 1914 broke away from the parent body, the United Garment Workers, everybody watched for the slightest provocation to attack and decry them; the older unions watched with suspicion and enmity and the employers with distrust. But the Amalgamated managed its affairs with a precision and cleanliness which were their own protection. Being forced to play a lone hand was a big factor in the development of their strength. That strength, as it grew, was increased by the idealism, the unstinting devotion and the sanity of purpose of the active men of the organization. They never suffered their principles to be submerged beneath selfishness or shortsightedness. Defeat, when they felt it, was victory, because it meant preparing for another fight. In my long experience in the practice of law I have never come in contact with a cleaner, more forward-looking group of people.

Their calibre naturally reflected itself in the men and women of the organization's ranks. Here, too, self-sacrifice and cohesion were commonplaces. I remember clearly an example of the remarkable cohesion of the members. On one occasion during the strike of 1915 there were twelve hundred and fifty Amalgamated members hailed to jury trial for one cause or another. To the last man the defendants appeared in the court. The court building was so crowded that the legal machinery was nearly disabled for the day. The incident illustrates the solidarity of the members, their sense of responsibility before the organization's call to duty. It shows also, of course, that the leaders knew how to lead effectively as the members knew how to follow faithfully. I recall another strike of the Amalgamated which occurred simultaneously with one of a machinists' union. During the course of it a hundred or more Amalgamated members were brought to court and exactly three members of the machinists' union, an organization of considerable size. Why this difference in number? The Amalgamated members had actually picketed and picketed vigorously. Most of them were young women, and so I suggested to the machinists that if they wanted a good strike they would have to open their ranks to women machinists. Perhaps if the machinists had known that there were so many women pickets on the Amalgamated line, they, too, would have turned out in numbers. But, even so, that would hardly have been industrial virtue. The fact is that the Amalgamated members exhibited mass cohesion, which, guided by sane and forward-looking leaders, could lead nowhere but to success.

I am very proud of the record of the organization here before the court. In all the years that I have handled its law business I have never found anything but cooperation between officials and rank-and-file and response of both when the need arose. In all the history of the thousands of law cases I have handled for the Amalgamated in Chicago, I am proud of the fact that there was never a case of a forfeited bond, never a case of contempt of court.

It is only natural that an organization of such a kind should achieve real progress. And it is only natural that its progress should be an influence upon the community. As a matter of fact, the influence of the Amalgamated in Chicago has been appreciable even though probably not obvious. I have for years been in close contact with men representing various labor organizations here, and I know, as probably few do, to what degree the Amalgamated has served as an example and guide to other unions. I have known of cases where their arbitration machinery, their system of unemployment insurance, their cooperative housing project in New York, have received considerable attention from men of other trades and other union orientation. It is not possible for a group of people to be as progressive as the Amalgamated without very definitely influencing the thought, if not the action, of other groups of similar nature. The community can well afford to have the influence of the Amalgamated grow greater and spread further.
The A. C. W. of A. and the Labor Movement

An Interview with John Fitzpatrick, President of the Chicago Federation of Labor.

The official labor movement in Chicago is represented by the Chicago Federation of Labor. The Amalgamated is not officially connected with this organization, at least, it has not been since it has become the Amalgamated. Therefore, in asking John Fitzpatrick to talk about the Amalgamated in its relation to the American Labor Movement, particularly in Chicago, we met official resistance.

Nevertheless, we know that some relation there has been, illicit though it may be called, and though we tell the story briefly here, we want it clearly understood that John Fitzpatrick is not responsible for the statements unless provocation brings with it responsibility.

Like all great things, the Amalgamated started small. In 1900-1901 the clothing workers, organized in some small United Garment Workers Locals, sent six or seven delegates to the Chicago Federation of Labor. These groups were formally organized, met, collected dues, sent their delegates to conventions but they did not matter in the life of the tailor. The Chicago Federation of Labor, a live and progressive organization could not remain unaware of this state of affairs and therefore time and again they were called in and rendered help in attempts to organize the tailors.

Indeed, even before the great strike of 1910, the sympathy and understanding of the Chicago Federation of Labor induced a certain young man to go to see Fitzpatrick. He told Fitzpatrick that he wanted to organize the workers in his shop. Would the Federation help? Mr. Fitzpatrick said the Federation would do all that it could. A week later another young man came up and asked the same question and received the same answer. These men were Levin and Hillman. Neither one knew of the other. Both worked and dreamed of the organization of the clothing workers. Both went to the organization and the person they thought could and would help them in their job. The Federation did not fail them.

The Chicago Federation of Labor worked along with the organized groups of tailors in Chicago until 1914 when there was the official break with the United Garment Workers. Since then the records clearly show that the two organizations had nothing in common. They were legally divorced. Yet, as a matter of fact, records also tell that there has been a great deal in common between the Chicago Federation of Labor and the Amalgamated Clothing Workers of America and that there has been a great deal in common between the Amalgamated and the labor movement at large. The Federation was a part of the labor party movement and so was the Amalgamated. The Federation took part in the drive to organize the unorganized and the Amalgamated has also helped the movement greatly. The Federation did much to help the steel strikers, the meat packers and many other workers and organizations in difficult situations. So has the Amalgamated.

The relationship between the Federation and the Amalgamated during the bitter strike against the International Tailoring Company and J. L. Taylor and Company throws interesting light on this question. The United Garment Workers gave this firm and their strike breakers the protection of their label. The Chicago Federation of Labor published their resolution which read in part as follows:

"Resolved that we disclaim any responsibility or authority in the action of the United Garment WORKERS in this strike, and be it further

"Resolved that inasmuch as the name of the American Federation of Labor is being used publicly to make it appear that there is no labor difficulty in this situation, that we call upon President Green to investigate the manner in which the name of the American Federation of Labor is being used in this instance."

The Federation has not always been so loath to talk about the relationship of the Amalgamated to itself and to the labor movement. The extracts given below from The Federation News appeared some two years ago, and tell the story.

"The Amalgamated Clothing Workers of North America has done a great deal of constructive work that has been of material benefit to the men and women it represents. It has overthrown many an obstacle that could not be removed by an organization without the necessary backbone and minus the collective strength. It has ventured legitimately what many other bodies would not have dared to do.

"This organization has been helpful to thousands of toilers outside of its own body. It has at no time neglected to respond to a cry for help."
ACWA in Wonderland

By Maurice C. Fisch

Recording Secretary, Chicago Joint Board, A. C. W. of A.

The Editor asked the writer, Recording-Secretary Maurice C. Fisch, of the Joint Board, to act as guide to our thousands of Amalgamated members in their tour of exploration through the new monumental Amalgamated Centre. Overcome with happy emotions because of the assignment, the anticipated pleasure of talking to such a vast audience and primarily because of the occasion, our friend and guide has gone a bit off the road of his duty to do some reminiscing. If he has not been called to order that is due not only to the fact that his observations are interesting, but primarily because he has himself lived all the events that led the tailor from "Jungledom to Wonderland." Above all, it should be remembered that the editor is only human, poor fellow, and no less than The Guide and the readers, he has been a bit off his guard because of the . . . But let The Guide proceed. Attention, please.

Ladies and Gentlemen, Friends, Members of the Amalgamated Clothing Workers of America:

Before we enter into this veritable Wonderland hardly ever dreamt of by the legendary Alice, may not The Guide be permitted to dwell for a moment on the story of the Chicago Joint Board which has fathered and mothered this home of our hopes and the headquarters of the clothing workers of Chicago? It is not the intention of The Guide to burden you with details of the trials, tribulations, the years of bitter struggles we have all lived through. Ours was everlasting hope and perseverance in the face of abominable conditions seasoned again and again with the bitter taste of defeat, until the rays of the rising sun one day spelled victory for the downtrodden, the overlooked, the humiliated tailors.

The Tailor of Old

Fascinating as this story is, it is too well known everywhere, especially among members of the Amalgamated, to be dwelt upon at any great length. Our rejoicing today might not be altogether understandable without at least an outline of the different stages and developments of our group life. An aggregation of fighters relentless in war and kind-hearted, benevolent, considerate and thoughtful in peace, the Chicago Joint Board of the Amalgamated Clothing Workers of America rejoices today in celebration but it never will forget the tears, the shadows, the wounds of yesteryear.

A humble, fearing, tragic individual the tailor was always. At the mere mention of the word "tailor" one would picture a meek little individual, slovenly and unkempt, emaciated, with little round eyes peeping through inflamed lids, bow-legged, and pigeon-chested. Surely he must have started out in life with the rickets. And in thinking so one came pretty close to being right and in some instances altogether too close.

His dwelling too was quite in keeping with his general construction and contour. He lived in the most dismal of all sections of the city, in the slums, around the railroad tracks, near viaducts and mills, in the civic dumps of our community whence come our candidates for penal institutions and sanitariums. He was often an object of charity and always an object of pity.

His abode was also in keeping with the social strata in which he lived. His house was small. Light and air were among the luxuries. A bathtub, what was that? The public bathhouse every so often or so seldom was all the cleansing he indulged in. If cleanliness is next to godliness, these forsaken people were a long way from heaven.

WHERE POVERTY AND DISEASE HAD JOINT QUARTERS

Where conditions are bad and wages small, may that appear queer or not, families are often large. So a family would crowd around the table, eat what there was to be eaten and immediately get out a few bundles and get to work on sewing buttonholes, finishing or cleaning the garments. Homework for the family so that they may earn a little more and learn a whole lot less. They would bring a bundle or two home with them, and the family would work at night on the unfinished garments, coats, vests or pants. These bundles were carried by being balanced on the heads of the carriers and it was a common sight in the "residential" district to see the bundles going back and forth in the evening and the morning. It was quite a trick to keep these bundles balanced, round necks and flat heads were most adept at the job.

In such an environment did pneumococci and streptococci make acquaintance with tuberculosis bacilli. Here these cunning little things had their gala performances and their field days, making dashes from one button to another, running middle...
distances up on the lapel, doing a hop, skip and jump from one pocket to another and running a marathon from the cuff to the top of the trouser. And then, who can tell? Maybe they had a few rounds of golf. And why not, see all the holes they had! This, apparently, was their training quarters from which they went out into the world, to the rich as immunity, to the poor as infection.

In the shops misery and privation stared them in the face. The tailor was always at the mercy of the boss, the petty boss, the section head, and whoever else it was who was clothed with authority. The fear of discharge was present always and there was the additional fear of the spy system and the distrust one worker felt toward another.

**The Division that Brought Unity in Its Wake**

Here the different nationalities were trained to fear, distrust and hate one another. Why should an Italian fellow have anything to do with a Lithuanian? Shouldn’t it be only fair for a Bohemian to despise a Russian, etc., etc.? The cutters being of the American, or more Americanized type, had a right to look upon the tailors with contempt.

These cutters who have done so much to bring life and strength to the organization, and who have given the Amalgamated its president and three members of the General Executive Board were in those days not permitted to associate with the tailors. They considered themselves a superior race and so they naturally sneered at the tailors.

So the tailors in return looked upon the cutters with jealousy and hatred. They could always be relied upon to cut one another’s throat for the benefit of the employers whenever there was any misdirected attempt to organize. The tailors and the cutters always owed one another compliments and one always stood ready to break up the others’ attempt at organization. So it kept on with the cutters working forty-eight hours and the tailors working some fifty-eight hours and the average wage hitting around twelve dollars per week.

So it went on for years until 1910. Eighteen weeks of bloody warfare that year had as its reward an agreement that made life more miserable than it
The promise was that some day the clothing workers would have a real union.

Well, the struggle began and it was carried on and on and not without its heroic figures, many who are now at the helm of our organization, some who are gone, never to return.

The Cornerstone of Wonderland Is Laid

Headquarters for our offices were established in accordance with the means, desires and standards of the people in the industry. The Hod Carriers' Hall, 17 Quincy Street, 363 West Madison Street and other such places, measured well with the living conditions of the times.

The desire for better quarters began to assert itself as progress was made in the industry and forced itself to the fore when in 1919 after yearly strikes and seasonal agitation the whole market was organized. The hope that some day the clothing workers would have a real union came true.

In the eight years since the whole market has been organized great progress has been made. The working week has been reduced from fifty-eight and forty-eight to forty-four hours flat for all tailors and cutters alike, and living conditions have been improved in proportion to the increase in wages. Improvement in wages has exceeded even the reduction in hours. And with all the new conditions has come a greater feeling of self-respect, of usefulness, of pride.

In 1919 when the Chicago market became 100% organized, the members received an increase of $6.00 per week that was obtained, of course, through the efforts of the organization. At once a home of our own was suggested, that our members would be proud of and that would be more than a union headquarters in the general sense of the word. And
so, the $6.00 increase was laid by for a building and provisions made to properly maintain it through the adoption of a resolution carrying also an increase in membership dues.

This is the resolution:

Whereas, a decision rendered by the Board of Arbitration was read to us calling for a substantial increase in wages for the clothing workers of this city which can be accepted for nothing else but tremendous victory for our organization, and

Whereas, such progressive measures obtained by our organization were only possible through our class conscious membership and the able and self-sacrificing leadership of our organization who have repeatedly demonstrated their indispensable services from the inception of our organization as the greatest and most perfectly organized unit in the labor movement (see what we think of ourselves?), and

Whereas, our members have long manifested their desire that the Amalgamated Clothing Workers of America in Chicago should have a home of its own to accommodate the needs of our organization and to enable us to make further progress along organization, social, and educational lines, be it therefore

Resolved, that we, the members of the Amalgamated Clothing Workers of America in Chicago, assembled at several large mass meetings on the 23rd day of December, 1919, do hereby approve of the recommendation of the Chicago Joint Board that the first week's increase, $6.00, granted to our members, be donated to our Organization to be used as a fund for the erection of a building and that we further approve of the recommendation of the Chicago Joint Board to increase the dues by 75 cents, of which 25 cents is to go as additional per capita, voted recently to the General Office, 5 cents additional per member to be returned to Local Unions, 20 cents for an emergency fund and 25 cents shall go for a building fund that will forever remain as a memento of the spirit of our members and the ingenious work of the leaders of our organization.

The recommendations were unanimously accepted at all meetings. The members everywhere expressed their hope that the plan for a permanent home would soon be realized.

This, ladies and gentlemen, happened eight years ago. Things have changed a great deal since. Our industry has, in the intervening years, known prosperity and it has felt the pinch of unemployment. Changed also have been the allotments and the divisions of the dues as indicated in the resolution for our organization has undergone changes that were not conceived of eight years ago.

The hunger for a home lasted strong through the eight years that we had to wait. Finally, notwithstanding innumerable difficulties and the demands of other important matters that constantly diverted our attention, on March 15th, 1927, ground was broken for the hoped-for home and from that day the aspirations of our anxious membership assumed ever greater proportions. First, work began in the ground, then above the ground and soon the building began to appear. Now, ladies and gentlemen, there stands before you on the northeast corner of Van Buren and Ashland Boulevard a magnificent building of Grecian architecture, the finest type of building of its kind in the world, a monument to the progress and achievements of the Chicago members of the Amalgamated Clothing Workers of America, the downtrodden tailors of yesterday!

Ladies and gentlemen, friends, members of the Amalgamated Clothing Workers of America, Our Building!

Enter 303 South Ashland Boulevard: Lobby

If you will follow, your guide will endeavor to

PORTION OF THE FRONT LOBBY VIEWED FROM THE RIGHT STAIRWAY
The Modern Dental Clinic in the Amalgamated Centre under the supervision of Dr. Arthur D. Black, Dean of the Northwestern University Dental School, will be quite different from the above.

You are now in the main lobby approached from the Ashland Boulevard side and facing east. Notice this lobby rising twenty-two feet in height. Observe that its walls are made entirely of art marble. Stop to admire the pillars at each side, next to which you see the ornamental urns with flowing lights that give the impression of running water.

This entrance has not the gaudy appearance of the modern movie palaces that you see in Chicago, New York and other overgrown villages, but it is sumptuous, elaborate and imposing and it is well in keeping with the architectural beauty that prevails throughout the building.

Where They Secure Employment and Insure Against Unemployment and—Take Care of Their Teeth

Here, directly east and towards the north on the main floor we have the employment department with its entrance direct from Van Buren Street. In this office are systematically housed all the records and facilities of the employment department.

To your right on the main floor facing Van Buren Street you see the spacious, well equipped offices of the unemployment insurance department.

Now we go east of the unemployment offices and here, also facing Van Buren Street, we come to one of the most noteworthy features of the building, the modern, fully equipped dental clinic. A special service inaugurated with this building, operated by the organization for the benefit of our members and their families, this beautiful dental department will be supervised by men of the highest rank in their profession. Dr. Arthur D. Black, dean of the Dental School of Northwestern University, will direct and guide all of the work of this department and will be assisted by able men whom he will select. Here members will have their teeth taken care of under the best conditions with the most modern mechanical means known to the dental pro-
fession. A special entrance to this department gives the added advantage of comfort and privacy.

THE ASSEMBLY HALL, PLEASE

On the north side towards the west we see an assembly hall, the first of several we shall see in this building.

Ladies and gentlemen: This hall has a seating capacity of 300, a real hall, you see. It is of Gothic architecture. Notice the finish of the walls in antique tri-shaded orange over artistic craftex plastering. Notice the fixtures and furnishings that harmonize with the architecture. This hall is the meeting place of the Chicago Joint Board and local unions, but may be converted into a social hall without any difficulty. The service room at the east end of the hall is fully equipped and ready for food service whenever desired.

SILENCE HERE!

Coming through the marble corridor and passing several doors leading to men's and women's accommodation rooms, we will now show you our library. Here, please, through this door and we stand at the head of three steps leading into our library. This artistic room, breathing quietness and rest, is more like the reading room of a wealthy home than the library of a public building. What could be more beautiful than these walls, all done in American walnut with wood-carved borders and friezes? What more home-like than the bookcases lining all the walls and with space for three thousand volumes? These double stained glass art windows face Ashland Boulevard. See the soft light that comes in through them. See the charm of the mosaic fireplace. The volumes you see on the shelves and many others in circulation are the property of the Chicago Joint Board which has been conducting a library for several years. What is most singular about this library, however, is that some books are actually being read and more are wanted.
THE READING ROOM AND LIBRARY WITH ITS ART WINDOWS, DECORATIVE FIREPLACE, AND BEAUTIFUL WOOD PANELLED WALLS.
Please note the stairway which goes downstairs just outside the library. If there is enough interest shown at the end of this tour of inspection you will have an opportunity to see later where this stairway leads.

We are now back to the main lobby, having circled the ground floor and having seen the unemployment insurance office, the dental clinic, the employment office, the assembly hall and its service room, our magnificent library and the mysterious stairway leading down from the main floor.

**Mezzanine Floor: Finance and All That Goes With It**

We will now mount the main stairway on either side and go to the mezzanine floor.

Directly at the head of the stairs towards the south is our switchboard room. It carries fifteen outside lines and forty-two inside lines, with a capacity increase to sixty between offices and departments in the building. This is the place where "wire pulling" is done and someone is being paid for doing it. Here people are informed of men and things about the building and anywhere else.

Ladies and gentlemen! Meet Miss Information, and no wise-cracks.

Continuing east, south of the switchboard room we come to the finance department where our genial Secretary-Treasurer Charlie Burr and his harem delve into figures—get me right—and finances. Here is where all moneys collected for dues, assessments, funds of various sorts, are received and properly recorded. By our cross index record system any member's record may be located and his standing determined at a moment's notice.

The long room you see here is the ante-room
where shopchairmen prepare their reports before turning their collections over to the girls you see here at the windows. A shopchairman brings in say 400 books amounting to $1100.00 in cash. He has the books and money checked by the girl and gets a receipt for the total amount of money and books. On the back of the receipt is stamped the date on which he is to return for the books when they are all properly recorded, checked and rechecked. The shopchairman then takes the books back to the shop and returns them to their owners. This is done at least once a month in each shop. Since there are a great many shops, Charlie Burr’s staff is kept humming every day in the week.

The three windows you see as you come in are allotted for new members or other special business that comes up in connection with membership and many other local matters. The other eight windows are for the girls of the finance department.

In a corner of the private office behind the windows you see a little glass house. That’s Brother Burr’s. Charlie, meet the gang—Hurrah for Mr. Burr!

This room here with the specially heavy door is not for the solitary confinement of members of the T. U. E. L., but a vault where all records and other valuable matters are kept far away from the danger of burglary and fire. You can always “play safe” here.

Back west and to the north there is a rest room for the office employees, a storage and office supply room and a check-room for the accommodation of desks.

Now we go to the right, and here we are back at our starting point on the mezzanine. Looking east now we see, in order, the finance department office, which you have just visited. From there, looking west, as you see by the names on the windows, are the offices of A. D. Marimpietri, Frank Rosenblum, Local 275, Local 6, and Local 144. The last is the farthest point on the northwest end of the building facing Ashland Boulevard. Directly north of this point, and just above the library, is a conference room with a balcony connecting the north and south side of the west end of the building. The balcony comes directly over the main entrance. Some are wont to call it the bridge of sighs, others the bridge of happiness, but the name given of course will depend on the outcome of the conference in the room to which the bridge connects.

**Above Finance is Management**

Ladies and gentlemen, we have been on the mezzanine floor where we went through the financial department, the shopchairmen’s room, the Amalgamated strong box, the switchboard room, several offices, a checkroom, the balcony and conference room. We are now ready for the second floor.

Ladies and gentlemen, we are now on the second floor. Facing east and to the north is what we want to have known as the dining room. Who wouldn’t want to eat in such an environment?

Here is a beautiful hall of Italian architecture finished in soft green with delicately colored glass windows and beamed walnut ceiling with many exquisite crystal showers for illumination.
One-third of this room may be separated from the rest by folding doors so that it may be used as an ante-room before the tables are set, or as a small dining room by itself, or it may be thrown open and used with the rest of the hall, thus accommodating three hundred knights and ladies of the knife and fork brigade.

In back of this dining room is a service room with an electric icebox and dummy elevator service from the kitchen below.

From the south and directly west we have the offices in their order, Local 271 and 272, Local 39, Local 38, Local 152, Local 270, Local 269, and an office for our International President, Sidney Hillman. Certainly we want Brother Hillman to have a place in the sun. We want to provide him with an office so attractive that he will want to come to it often and stay in it long. Here it is.

Next to it, you see, is the executive office of our never-tiring, never-failing, ever-present Manager, Sam Levin.

Here on the "corner of the square" sits Brother Levin. On one side of him is Ashland Boulevard, an automobile artery crowded with conveyances carrying people in higher or lesser degree of comfort to their vocations, avocations or pleasures as the case may be. In contrast to this is Van Buren Street, on the Manager's other side, also a busy thoroughfare, but for the most part a street-car line with workers hanging on the street car by their toes in an effort to get to and from work. Between these two thoroughfares sits Sam Levin looking ahead for more progress, more achievements, more glory for our organization. But you'd better not attempt to enter the square in the corner unless Miss Sargent has advised you that you're next. It is a busy room.

An office of Assistant Manager Rissman with
the cutters' staff, adjacent to Brother Levin's office, rounds out the second floor.

NOW, FOR THE AUDITORIUM

We are now on the stairway—don't forget the marble—leading to the main auditorium.

Ladies and gentlemen, this is the main auditorium and you will please supply your own adjectives. This is the finest hall of its kind anywhere. The seating capacity is 2,000, hardly enough for the active part of our general membership, but it meets all requirements for ordinary organization functions.

The two exquisite ornamental chandeliers are equipped with forty-five lights each. The thirty-two wall brackets here and on the balcony consist of three lights each and three indirect ceiling light projectors. The total of a hundred and eighty-nine lights may be relied upon to throw light on any subject that may come up.

The principles of Grecian architecture are adhered to in all the details of the auditorium. Here you see the more delicate features of that type of architecture—friezes and other architectural ornamentation—finished in canary color, and a beautiful ceiling of graduated beams.

The stage, as you see, is equipped for real theatrical usage with an asbestos curtain as a protection against hot music or against any overheated oratory or ordinary fire. The lighting facilities are of a kind that will permit the effective rendition of real performances. There are drop curtains, of course, and all other necessary stage equipment. Underneath the stage is a storage space for the chairs when speaking or acting is over and dancing is in order.

Please note the acoustics of the hall. I am speaking in an ordinary tone of voice and you can all hear me clearly, even those who ventured on the balcony ahead of their guide.

To the south of the stage are two dressing rooms, one above the other, each equipped with showers and other facilities for our performers.

In the foyer approaching this auditorium you will notice two rooms, a smoking room for the men and a restroom for the weaker sex, when they choose to be weak.

The balcony, as you see now, is finished in three-tone ivory and equipped with a service room for soft drinks, the best the law allows. Four doors lead to the seating space of the balcony. Here is the moving picture and spotlight operator's booth fully equipped according to law with all the latest fire prevention devices.

Here you stop and—but just see for yourselves

Mounting the "golden" stairway leading from the balcony you are now in what we call the "little art theatre." Here you have a triple arched entrance. Notice it carefully. It brings you into a room that practically lifts you up into a world of its own. Here you are oblivious of the chaotic world outside. You are enveloped in a sweet, reposeful, inspiring atmosphere, which gains by arched windows, a log fireplace, and sky-blue ceiling beamed in circassian walnut. This room is of Spanish architecture with walls of crafteex and finished in antique gold.

There is a little stage here with a wall of French windows in ornamental steel serving as background. This little fairyland—that's what it is—leads to a sort of aerial promenade, a roof balcony, with nothing above but sky and stars, and below, stretching far off in the distance, the lights and spires and subdued noises of the great city. What will happen in this room? Well, it was remarked that this was to be the cemetery of all excuses for our not carrying on the various
educational activities advocated by our education director. You cannot think of a place better equipped and with a more appropriate atmosphere for work with children, for dramatic work, for music, dancing, or singing carried on under the auspices of the Union and with its aid.

Where They Make Men of 'Em

Now, you will recall there was a mysterious stairway leading down from the library floor. Are you interested to investigate that region? I see you are. Then let's go through with it now, so that we may enjoy our lunch afterward. Off we go. Please watch your step.

The first landing just a few steps down is the billiard room. Here you see two billiard tables and a pool table. In the refined atmosphere of this room, the sport of pursuing the ivories may be enjoyed much more than in the ordinary public billiard room.

The line you see in the center is not put there for crap-shooting purposes. African golf is strictly prohibited.

In the adjoining room you see the bowling alleys, six of them put up by the Brunswick Balke Collender Company (this is not an "ad"), all of regulation size and regulation everything else. While we may be for collective bargaining and arbitration in the shops, strikes are called here quite often and when a strike is called something goes down.

Right here, taking care of both billiard room and bowling alleys is a lunchroom where a light, delectable luncheon may be enjoyed to the tune of the clicks of the ivory or the toppling of the maples.

Please remember that while going through the building you haven't heard a sound from the six alleys, although they are all in action now. This is entirely due to the special attention which has been given this phase of the construction by the architect and construction contractor of the building, Mr. Walter W. Ahlschlager and Paschen Brothers, respectively.

Here we have the locker room, dressing rooms, shower room and steam room entirely constructed of glazed tile. It is doubtful whether a room surpassing this can be found in any public or institutional gymnasiums.

Here we have the physical director's office with an aperture in the wall looking out upon the large gymnasium, from which he can have an eye on the work of the "gym" at all times.

Meet Dr. Hamnett.

Doc, I want you to meet the rest of the Amalgamated family. May they all enroll, Doc?

Here you are in the gymnasium where you find all the modern equipment to be found in the most modern gymnasium, the stall bars, chest weights, parallel and horizontal bars, spring boards, jumping stands, flying rings, mats, Indian clubs, dumb-bells, medicine balls, punching bags, hydraulic rowing machine, bicycle trainer and as many other things as any ardent gymnast can wish for.

We have accommodations and facilities for several games—handball, indoor baseball, volleyball and basketball.

Here we have three small or individual workout rooms where members may give vent to their excess energy by exchanging toe holds, bar arms, wrist locks, nelsons, scissors, head locks or whatever you wish. Members have the privilege of joining classes or workout individually as they desire.

Across the "gym" in the other half of the basement we have a fully equipped, modern kitchen. Its cupboards contain dishes, silverware and linens stamped AMALGAMATED CENTRE so that in case one walks off with a spoon he'll always know where it came from. A dishwashing machine graces the kitchen and here is a store room for kitchen supplies and equipment.

Now, ladies and gentlemen, I want to thank you for your attention and the pleasure you afforded me in making it possible for me in my humble way to present to you and bid you welcome to the new home—no, the palace, of the Chicago Joint Board, Amalgamated Clothing Workers of America.

I am sure, ladies and gentlemen, you are all ready for your well deserved luncheon and so we shall retire to the dining room where food from our own kitchen, set upon our own tables, to be consumed by the aid of our own silverware, over our own table cloths, protected by our own serviettes, is awaiting your pleasure. So let us go to the dining room.

Once in the dining room, the members took command of the situation and gave three resounding cheers for the Chicago organization, for the general officers, for all the Chicago general executive board members, for the Joint Board, for the Chicago officers and The Guide, and proceeded heartily to consume the soup to the tune of Glory, Glory, Amalgamated.
THE GYMNASIUM OF THE CENTRE, FULLY EQUIPPED WITH ALL MODERN GYMNASTIC APPARATUS.
THE GREAT VALUE of a dental clinic such as the Amalgamated Clothing Workers of Chicago will conduct in their new CENTRE, will lie in its power to educate the people to the urgent need of preventive care of the mouth. Dental and medical research of the last fifteen years have shown a close relationship, hitherto undreamed of, between mouth infections and bodily diseases. The most serious physical ailments have been proved to originate in an infected mouth condition which oftentimes develops so insidiously that obvious signs of the trouble do not appear until it is much too late to combat them. For this reason preventive care of the teeth is of the utmost importance.

So little has been done in the way of education in the dental field that many adults, for no reason other than ignorance, go about with dangerous mouth infections which they do not at all suspect. Out of a varied group of 600 individuals examined a few years ago at the Northwestern University Dental School, it was found that 78% had definite areas of bone destruction about the teeth. With our present knowledge of the relation of these infected areas to bodily disease, we are aware that these mouth conditions constitute a serious menace to the health-producing power and the longevity of the people. The dental clinic which is properly directed serves as more than a dental laboratory or hospital; it serves as a general health laboratory by calling attention to the physical aspect of tooth troubles. The Amalgamated Dental Clinic will serve not only the 25,000 members of the union; it will serve about 105,000, because it will take care of the families of all these members. So its function will be a considerable and important one.

The dentists who will carry on the daily work of the Amalgamated Dental Clinic will have the broadest possible view of their professional duties. They will never deal with mouth conditions as separate from general health and will make every possible effort to educate their patients to an understanding of preventive care of teeth and body. In this capacity of health clinic, I have the keenest interest in the Amalgamated Dental Clinic and I trust that its example will be seriously considered not only by the other labor unions in the country but also by other organizations with a social end in view.

THE GYMNASIUM

A Statement

By DR. HAROLD HAMNETT

In Charge of the Gymnasium in the Amalgamated Centre, Formerly Physical Education Director, Central Y.M.C.A., Chicago.

ARE YOU fat outside? Then you are fat inside, your heart muscles are fatty, and there is bound to be trouble. We will reduce your fat, watching out to do so carefully. Are you groggy, headachy, have you a stomach or intestinal ailment which probably comes from sitting practically in one position all day over your machine? Then we will give you exercises and games to counteract the unnatural and damaging habits of your daily life. We will try, first of all, in this department, to cure such physical troubles as we can—and it is my strong belief that we can accomplish more by proper hygienic living than by drugs. and I have been a physician for eighteen years)—we will, then, try to prevent future troubles from developing and, finally, we will provide through play and sport, the recreative activity that we all must have.

We will accomplish these purposes in the most scientific manner possible. Everyone who comes to us will undergo a thorough physical examination which will dictate the kind of gymnastic work he should have. As complete a picture of the individual’s life as we can obtain will be recorded in the department and checked as the individual progresses in his physical training.

Health is strength and strength is health—and both are beauty. So there is reason aplenty why all the members of the Amalgamated—men and women—and the members of their families should come here and take full advantage of their splendidly equipped “gym.” It is my conviction that more than health—and beauty—will be gained here for we are going to try to teach a lot of things. We will do more here than swing Indian clubs. This is primarily, not a play place, but a health developing place. Come and hear what we have to tell you, come and play in a new way and, well, see what will happen.
When Dreams Come True

BY A. D. MARIMPIETRI
General Executive Board Member, A. C. W. of A.; Vice-President Amalgamated Trust and Savings Bank of Chicago

For the near future I want to prepare your minds for the following possible recommendation: A building of our own, where we could have a school, a library, lectures, dances, parties, meetings and all kinds of gatherings that would bring better feeling among us. This may sound too big for an enterprise for us, but as a matter of fact, with little effort from each one of us, it could be done easily and we should think of it seriously and bring it to realization. The sooner the better.

—from my report to Local 39 for the year 1916.

IT IS WITH truly great joy that I say—"Here it is—Our Building—The Amalgamated Centre!"
I am sure I could not do it justice by describing it, so I say that it by far surpasses even my boldest dreams of twelve years ago.

In going through the various departments of the building I feel genuinely proud of our wonderful membership. The utmost credit is due to them for this achievement. They have made possible the erection of this magnificent structure which symbolizes their strength, solidarity and devotion to the organization. This Amalgamated building carries the assurance of even greater union accomplishments to come in the future.

I do not know if any of us in 1910 and 1915 ever dreamed of having banks of our own. I did not. Yet here they are, two Amalgamated Banks, in Chicago, the one that came first, in New York, the one that came next, both well established institutions and with limitless possibilities for growth. May I not be permitted to dream that some day our banks may compare favorably in resources with any privately owned institutions in the world and exceed them in social value?

The unemployment insurance established in Chicago a few years ago has passed its experimental period and is now conducted in a way that is satisfactory to everyone concerned. Up to the time of this writing a sum of nearly three and a half million dollars (exactly, $3,300,394.40) has been distributed in unemployment benefits to our members. The immense importance of this new institution to our organization cannot be overestimated, and its further development holds out the hope of still greater protection for our members and the industry during periods of slack.

My mind's eye imagines a time when members of our organization, out of work for no fault of their own, will receive regular full time wages. I can imagine them receiving substantial help in case of old age, sickness, death. And once the fear of being deprived of their livelihood will be removed, they will take an even greater, more significant part in industry, commensurate with their power and intelligence. Thus the industry will share with them in the benefits which they will receive from an extended scheme of unemployment insurance.

I want to say a few words about some dreams I had before our organization ever came to life. In Shop Three of Hart, Schaffner and Marx where I was working at the time, sitting around the table with me were fourteen people, comprising ten different nationalities. There were two Italians, a girl by the name of Angeline and myself, two Jewish boys, Bennie and Gordon, two Croations, Mike and Frank, two Swedish girls, Ella and Lillie, one Slavish boy, Martin, one Bohemian girl, Maggie, one French widow, whose name I have forgotten, one Lithuanian man, we called him Fotta, one Russian fellow whom we called Musicant, and a Polish girl, whose name I cannot remember.

It is true that even then without the uniting bond of an organization we succeeded in keeping good feeling among ourselves. We developed friendship of a sort. As a matter of fact, we had good times together. We used to sing together, each of us a song in his or her own tongue, but every now and then a sentiment, not very complimentary, was expressed by one or the other, showing plainly that the national feeling was ever present and needed only a spark to make it flame. It was at times like these, knowing full well how the employers had successfully exploited our national feeling in order to keep us apart, that I dreamt of the day when all these people could be fused together in pursuit of one common ideal. Today we can proudly say that our Union has accomplished wonders in this direction. We have guided our membership in the thought that they are men and women struggling together for the same cause, the workers' cause, bound together by a common aim and all brothers and sisters in the great human family.
Our New Offices
Exit South Halsted—Enter Amalgamated Centre

BY CHARLES H. BURR
Secretary-Treasurer, Chicago Joint Board, A. C. W. of A.

IT IS QUITE exasperating to be accosted on the marble stairway between the mezzanine and second floor while one is busily intent on getting the new Chicago home in final shape for its occupants. It is pleasant, though, to find that the "intruder" is no other than the good-humored editor of our own weekly paper, The Advance, who comes to us as if for a little chat. One must be on his guard when talking to newspaper men, because often one can't tell what they are about, but this time J. B. made no secret of his mission. What he wanted was a story about the building for The Amalgamated Centre, the special publication on the occasion of the opening of our building.

"If it is a story about the building you want," I remonstrated, "let me refer you to my colleague, M. C. Fisch. Hasn't he been the expert short story writer for The Advance? Where do I shine in face of such literary talent?"

Well, I failed to convince the editor, and here I am in the midst of all my work, a contributor to the publication. And this is hard labor—nothing like signing checks or reading vouchers. I shall restrict myself to the subject I know best and that, of course, is finances and the finance department which houses our finances.

The Finance Department, as it is generally called, is in reality the general office of our organization in this city. It is the backbone of all the important activities of our Chicago Organization. Its efficient staff of twenty-five girls and several men are rather an advance over the little office that we knew once upon a time in the Hod Carriers' Building with Brother Jacob S. Potofsky in charge and two girls under his supervision.

When in 1919 the Chicago clothing market was fully organized this department suddenly grew from a small office to an institution comparable to a fair-sized banking institution. As the number of our members swelled to tens of thousands, a large staff became necessary to handle our increased business. This institution had to be established on an efficient and business-like basis in order to render the membership the best possible service. Cards had to be made and properly filed indicating the names and addresses as well as the occupation, local, ledger numbers and initiation dates of every member of the Union. Record cards indicating the standing of the member regarding payments of dues had to be provided, filled out and filed in proper order, so as to show at a glance whether the members were or were not paid up with their dues.

When we stop to think that the collection of one month's dues amounted to tens of thousands of dollars it can be readily understood that great care had to be exercised, but after the proper system was established the recording of dues became a simple matter of every day routine. New problems arose such as assessments for a Building Fund, for the Steel Workers' Strike, for the New York Lockout, for the Reserve Fund. An efficient system had to be devised to take care of all this with comparative ease. But no amount of office system could make up for the thing that was lacking at the very bottom—an office. For unless you were very generous you could hardly call that dusty, gray, drab place on South Halsted Street an office. As I look back now, from the comfort and beauty of this home of ours, I feel that more than generosity is needed to call the old place even an office.

Meeting so many of our members as I do in my capacity of secretary-treasurer, I have had opportunity to look into the very heart of our members' union life, into their various obligations to the organization,—whether in bringing dues collections, or in shop difficulties or doing duty on the picket line, or meeting me with a bondsman, or in their social functions and other activities,—and I have always felt that they, our people, should have better facilities, better quarters and better service.

Hard as I tried to maintain the old office in a manner that would accommodate the members best, I was always conscious of the fact that not even the maximum of effort would bring the maximum results. There was something offensive about the old headquarters, its location, its environs, its general appearance. Even though we loved it there was a discord in our songs of praise. The organization is always striving to raise the standard of working conditions in the shop and better living.
conditions at home and yet our office was a place entirely out of harmony with our principles and aspirations.

I always regretted particularly that the girls in our employ, most of whom had been with us for several years, could not be accorded the kind of conditions and facilities that employees in a modern office enjoy everywhere these days. If we did not fall below the regulations of the factory inspection and health departments we certainly did not exceed their requirements. What was true about our members and ourselves also applied to our office staff. We had nothing better and we could not give them anything more. Our girls, however, imbued with the spirit of the organization, went along working diligently and efficiently, bearing our difficulties with us and giving their best not as ordinary employees but with a feeling of sincerity and gratitude, knowing that they were serving the cause. Now, after so many years our hopes and dreams have come true, we have really abandoned the old “joint” and are now really in a building that is in keeping with the aims of the organization.

Here we come closer to realizing our dreams and aspirations. Here is our building in an excellent location, easily accessible. Our shopchairmen, a vital part of our organization, come from any direction on street cars, on elevated trains, by bus or by automobile and have their choice of several arteries of each means of conveyance. Once they get here they enter a palatial home that offers ease, convenience, facilities and an atmosphere, the kind we wish our members to feel, the kind far-sighted people hope for and dream about, the kind that brings health and happiness into our hearts, the kind that lightens our burdens and makes of hard labor a pleasant task.

Here we have facilities for the shopchairmen—a fine, light and airy room, a marble counter on which the shopchairmen or chairladies—we must never, never forget the ladies—reconcile their statements and present their books, money or what other matters they have, to the office.

In this new environment I can give personal attention to our chairmen, to our active members and all matters that concern the finances of our organization, whether that be paying strike benefits or making investments and clipping coupons. Here I am certain that the locals and their activities are very well located, in pleasant surroundings and are in want of nothing that office facilities can offer.

Here I know we are the real Amalgamated, one big-hearted, great union, all the units together under the same roof with no district commonwealths and district divisions. All moneys, all books, all records come here and stay here and are kept here with ample facilities for everything.

Here I need not feel ashamed of having my clerks work, nor do I have to invite neighborhood drunkards to take the air as I used to have to do, when they found our old headquarters a good place to sleep off the effects of an indiscreet amendment. There aren’t any drunkards in this neighborhood.

Here, after a hard day’s work I can jump into our gymnasium, play a game of handball that will keep me in good physical condition, a matter which no good union man or woman should ever neglect.

Here we have so many things, there we had so very few. That was our headquarters, this is our own home. There we existed, here we live. This is our AMALGAMATED CENTRE!
The Spirit of the West

By FRANK ROSENBLUM

Head of the Western Organization Department, Member General Executive Board, A. C. W. of A.

I KNOW THAT all the members of the Amalgamated are brothers under the skin and the western skin is surely in no way different from the eastern kind. Yet there seems to be a difference in spirit. I like the west. I like the spirit of the western units of our organization. Of course, I am not prejudiced. How can I be? I am holding a national office. I was born and brought up in the east, and had my organization experience there. But I am devoted to the west.

I do not say that we of the west are better than any others in the Union, or that the easterners are worse than we are, but there is something distinctly wholesome about the western element of our organization. Whether it be Cleveland or Minneapolis, Louisville or Milwaukee, these organizations are different. They are not sophisticated, and their vocabulary is not overrich, but their hearts are in the right place. The cosmopolitan character of the movement in the east is not true of the western centers. The language of the west lacks working familiarity with many isms, but the westerners fight energetically for their industrial and social rights and when it comes to their doing their duty by their brothers in the east they are all—Amalgamated.

The Chicago organization is the feeding center of our organizations in the western territory. They all need Chicago, its inspiring example and support. And Chicago needs their loyalty to the cause of unionism. Had it not been for this loyalty, proved time and again, the plague of runaways and union-tired manufacturers, never too tired to attempt operation in the open-shop spaces, would have been upon us to a much greater degree than it is and would have worked havoc with the Chicago organization itself.

Whatever the Spirit of the West may stand for and whether or not there be such a thing at all, our organizations in and around Chicago are dependable. They are not fast or vociferous. They are well built and capable of giving their people and the Union as a whole the help that counts. The latest achievement of the Chicago organization, the AMALGAMATED CENTRE, is representative of the mind of this part of our organization. It is the embodiment of strength and loyalty, and dedicated to a continued fight for progress.

The A. C. W. Women

IN AN INDUSTRY where the women are supposed to outnumber the men, they have not proportionately exceeded them in activity. However, our women members have fared very well in organization activity, and have been growing more and more active as time has passed.

During the various strikes, great numbers of our women members have been among the most active pickets. Now, in times of peace, there are any number of active girls who participate in organization activities and ably conduct their affairs, whether as shopchairladies, Joint Board delegates, local officers or active members without portfolio.

In 1919 a women's local, composed of coatmakers was organized as Local 275. It has been a great factor in developing further organization activity among the women. The local meetings, executive board meetings, social functions, classes and lectures on different subjects that have been conducted by this group, have had considerable influence and have served as a women's center for the other locals of the city. Affairs run by this group have always been well attended by members of other locals and are continually becoming more popular, thanks to the cooperation of the other locals.

In the excellent environment of our new building we hope to take active part in athletics, work up some real teams and then challenge the men at their own games.

By CLARA LEON, Business Agent, Local 275
The Unemployment Insurance Fund

By Leo Wolman
Chief, Research Department, A. C. W. of A.

On May 1, 1928, the system of unemployment insurance in Chicago had been in existence five years. It has passed the experimental stage. It is now an accepted, popular, and useful feature of union activity in Chicago. When the office of the Unemployment Fund was moved this April into its new quarters in the Amalgamated Centre it took its place beside those many union activities that have justly made the Chicago Joint Board the outstanding local division of the Amalgamated Clothing Workers of America. Until April 30th, before the new agreement between the Union and the Clothing Manufacturers' Association became operative, the workers contributed 1½% of their weekly wages to the Unemployment Insurance Fund and the employ-

variations in the volume of unemployment and the amount of money available for distribution, the benefits in each of these seasons have varied considerably. But in the past five seasons the benefits paid have run approximately from $300,000 to $350,000 a season.

Since benefits are paid for unemployment arising out of short time as well as out of total layoff, practically all members of the Union have at one time or another received benefit checks and have accordingly participated in the distributions of the fund. The following table, showing the number of persons in each local union receiving checks during each of the seven seasons, gives a clear idea of the widespread distribution of unemployment benefits:

<table>
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<tr>
<th>Local Number</th>
<th>First Season (May 1924-Nov. 1924)</th>
<th>Second Season (Nov. 1924-May 1925)</th>
<th>Third Season (May 1925-Nov. 1925)</th>
<th>Fourth Season (May 1926-Nov. 1926)</th>
<th>Fifth Season (May 1926-Nov. 1927)</th>
<th>Sixth Season (Nov. 1926-Nov. 1927)</th>
<th>Seventh Season (May 1927-Nov. 1927)</th>
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<tr>
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<td>3,093</td>
<td>2,140</td>
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<td>1,928</td>
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<td>1,320</td>
<td>1,393</td>
<td>1,337</td>
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<td>802</td>
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<td>626</td>
<td>563</td>
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TOTAL 26,426 23,163 18,791 16,197 16,370 15,747 15,383

ers 1½% of their weekly payroll, a total of 3%. From May 1st the employers are to contribute 3% of their payroll to the Fund without any additional money coming from the workers.

During the first five years, under the 3% arrangement, the total contributions into the Unemployment Fund amounted to more than $4,300,000. By March 31, 1928, benefits had been paid to the Chicago members on seven different occasions, or during seven seasons of unemployment, to the amount of $3,300,394.10. On the same date, the reserve of the Unemployment Fund was $629,414.76. Because of

How the Fund is Administered

The administration of the insurance fund very early reached a high state of efficiency that compares more than favorably with the performance of private insurance offices in any field of insurance. The plan is under the direction of Trustees representing the two sides with an impartial chairman. There are five Boards of Trustees representing the large clothing firms and the contractors. The contributions from all the employers are kept separate in individual house funds, while those of the contractors and their employees are pooled.
Except for the complaints of the first two seasons, growing out of lack of experience and the impossibility of foreseeing certain types of problems, the operations of the collection of contributions and the payment of benefits have proceeded without friction. Benefits are now paid swiftly. As soon as members are laid off for the specified period or accumulate the necessary amount of unemployment through short time, they receive their benefit checks.

In addition to keeping a continuous weekly record of each of the 25,000 members of the union, his weekly earnings, the number of hours worked by each member every week, the contributions of the employer and member to the fund, and the accounts of the receipts and disbursements of the fund of each of the two hundred firms in the city, the insurance office collects and interprets a vast body of statistical material that has proved invaluable to the union in carrying on its own work. This whole task of administration has cost at the rate of roughly 6 per cent of the income of the fund. If there be deducted from the expenses the $75,000 received by the fund from investments and bank interest, the cost of administration proves to have been below 5 per cent, that is, out of every dollar paid into the Unemployment Fund five cents have been spent for its administration.

Except for reducing the waiting period from two weeks to one week, and the rate of benefit from 40 per cent to 30 per cent of full-time weekly earnings, the rules remain substantially as they were at the beginning. The rules now in force for the payment of benefits are as follows:

1. Every worker eligible for benefit shall be paid for time lost in excess of the waiting period up to the maximum from his shop.
   a. Funds sufficiently large to pay 110 hours and maintain a full season’s reserve may be drawn on for 110 hours.
   b. Funds not permitting the payment of 110 hours may be drawn on for the amount they will permit up to 88 hours.
   c. Workers in contract shops shall be paid 88 hours.
2. Benefit shall be 30 per cent of full time wages, with $15.00 per week as a maximum.
3. A worker on short time shall not be credited in any week where his wages are $50.00 or over.
4. Benefits in any insurance year shall not exceed one week of benefit for every ten weeks worker appeared on the payroll or was laid off, that is, was not voluntarily absent.

With the growth of unemployment insurance in Chicago, its adoption in Rochester, and possible developments in New York, the experience obtained with our first plan will unquestionably be brought to bear on the changes that may appear necessary in Chicago and on the procedure to be adopted in the other markets. Although local differences in the industry may, and probably will, dictate variations in the system of administration from market to market, it is to be expected that the broad principles of the unemployment insurance will not differ substantially from those prevailing under the Chicago arrangement.

The Library

There have always been people in the Chicago organization who wanted books, who wanted to pull themselves out of the routine and monotony of daily work by a plunge into the world of books, for either pleasure pure-and-simple, or for mental stimulation and education, or even for both. But in former days there were neither enough books for these eager men and women, nor enough space and comfort for the books that the organization actually had. A library, after all, is not like an automat restaurant, where a nickle or dime in the slot opens the box for bread or fish cakes. It needs to be a place of quiet, where one loves to browse, where one may read for hours without disturbing interruptions and where, above all, there is a sympathetic librarian, aware of the readers, sensitive to their tastes and able to stimulate their interest.

All of these requirements are met in the unusually beautiful library reading room of the Centre. You feel the quietness and restfulness of this room as soon as you enter it. It fairly calls to you to come in, sit near one of its stained glass windows, or before its fireplace and delve into whatever kind of book would suit your mood at the moment. And books there are aplenty. The walls are tightly packed with them. The former library of the Joint Board has been enlarged not only by the purchase of books for which the members have asked but, in addition, an arrangement with the public library of Chicago will bring the city library’s books right into the Amalgamated home.
NINETY HUNDRED and ten was the beginning of our history and one's mind naturally wanders back to those unforgettable days when we began our leap out of nowhere into the highways of the labor movement. The strike of 1910 began in the fall of that year. It was then and there that the Amalgamated Clothing Workers of America came into being in spirit and body, even if not in name. The suffering of our people, the police brutalities, the betrayal of the workers by the United Garment Workers are the dark sides of the story. The valiant struggle waged by the clothing workers and a thousand and one incidents related to the strike, the commissary store, the soup kitchen, the role of the Women's Trade Union League and the Chicago Federation of Labor, the attitude taken by an outstanding group of social workers, these bright sides of the epochal strike call to us through all the eighteen years which have since elapsed.

The strike ended in January and the only gain was the agreement with the firm, Hart, Schaffner and Marx. We had ten days within which to report for work. Most of us got our jobs back and immediately proceeded to organize the workers in the shops. I have a vivid recollection of the first meeting of my local to which fourteen new members were brought to be initiated. Before me is my first union book; it was issued on the twelfth of January, 1911. It bears the handwriting of Philip Rothbart and Frank Rosenblum. In 1912 and 1913 Frank was deputy for the pantsmakers. The cutters were at 317 Quincy Street and Sam Levin was their first business agent.

In May, 1912, we organized the Trade Board under the chairmanship of James Mullenbach, at the cost of $5.00 a session. It became at once a very important institution. The representatives of both sides were the attorneys, as it were; the members of the Trade Board, the jury; and the presiding officer, the judge, in this new court. I still feel the chill I experienced when I first appeared before this Board as a witness in a suspension case in connection with a stoppage. The first members of the Trade Board were A. D. Marimpietri, Joseph Kaminsky, Feinberg, Taback, and Spitzer. A. D. was crowned the best Trade Board member and has held that laurel to this day. He was a splendid lawyer, always knowing the argument needed to convince the judge that the Union was right. It was soon realized that so many members were a hindrance to the work of the Board and the number was cut to three. Now, only the lawyers and judge remain. Like members of Parliament, the Trade Board members were politically immune, not being subject to discipline from the company and my good friend, Taback, needed that protection badly. More than once the company petitioned the Trade Board to prevent him from burning pants.

A letter from J. E. Williams, the first arbitrator, no longer among the living, to Sidney Hillman in
October, 1913, describes graphically the relation at that time between the Union and Hart, Schaffner and Marx.

I think is a little slow in realizing the division of power implied in our government, and finds it difficult to accept the fact that he is not the sole authority under the plan we have adopted. We who know that the fact is accomplished can afford to be patient, for aside from that reluctance which amounts almost to obstinacy, he is in the main, well-disposed, just, according to his lights, and will help us work out a practical scheme of cooperation.

The scheme we are working out is a bigger thing than any man's feelings, and we would not be as big as we ought to be, if we allowed our annoyance to turn us aside from our great work.

That, however, is your supreme asset—patience, and subordinating your personal feelings to the main issue. It is the thing most needed in this most difficult of tasks, and that is why I believe that if it is humanly possible, you are the man to win out with it.

In 1912 the tailors of New York began their mass movement, in many respects akin to our 1910 strike. All of the New York clothing industry was affected by a general walkout. True to schedule, the U. G. W. signed an agreement without consulting the Strike Committee and thereby inflamed the clothing workers to fury.

We in Chicago were weak and had plenty of trouble trying to develop our union. Yet we could not remain indifferent to the struggle in New York, though the U. G. W. did not call for help. I remember a particular mass-meeting at Hod Carriers' Hall called by our Joint Board. Hillman was there exhorting the tailors to do their share to help the New York struggle. A collection was made and we succeeded in raising some money. We did not dare to levy an assessment on our people for that would have impeded our own work and kept many out of the Union. However, we demonstrated our sympathy with the New York tailors as best we could.

In those days Hart, Schaffner and Marx fought valiantly to maintain the status quo while the Union bent every effort to disturb it. The workers in the shop were divided into three classes: the union group; a mixed group of union and non-union people, and a completely non-union group. Little by little, the Union pushed its way ahead during 1911, 1912 and 1913; little by little, the three classes amalgamated until at last all came into the union group. According to a study of Hart, Schaffner and Marx made by Boris Emmet for the U. S. Bureau of Labor Statistics in 1914, no branch of the trade has less than 77% of union workers; the cutters were 94% unionized, the vestmakers 96% and the coatmakers 91%. The figures I had as secretary of the two largest locals, 39 and 144, show a membership of 2500 in 1914.

I was a pocketmaker of average speed then. My earnings ranged from $7 to $18 for 52 hours' work a week. Those were good earnings, too. When I worked overtime I earned as much as $25. Three dollars and one cent in a pay envelope after 40 hours' work may have been a rarity but it did occur; after 35½ hours, a finisher received $2.66. Such things could never happen again. In the first decision of the Arbitration Board dated March, 1911, to remain in effect till April, 1913, a minimum scale of $5 for women and $8 for men, was established. These figures certainly stare at us from a page of the far distant past. In a simple way they measure the length of the road we have travelled.

I remember the day early in 1911 that Hillman left Chicago for New York to become Chief Deputy of the Cloakmakers' Union. I am sure the shop chairmen of the coat shops have not forgotten our hurried meeting. It was a solemn occasion, our heavy hearts and tear-filled eyes made us wonder what the future would bring. But Hillman was undaunted, nor did he forget his first organization. The batch of letters I have from him from New York are ample testimony of how closely he remained a part of the organization. Levin left the cutters at 317 Quincy and came to the tailors. Rissman became deputy for 61, and business proceeded as usual.

A new regime began, meetings, press reports, resolutions; a healthy baby organization anxious to develop and grow up. General Secretary Schlossberg and Jacob Panken were often on the platforms of Chicago talking to unorganized workers; Nicholas
Klein and Max Goldfarb and others, too. A penniless General Office. Lots of enthusiasm but no money. A strike in Boston, another in Baltimore, lots of activity that had to bring results. An office hardly organized—a broken chair and desk was the total equipment of one room and an ante room in 32 Union Square. Hillman wired to Chicago for money to carry on the strikes; and Local 39 sent the first $1000 on account of per capita. For weeks Hillman and Schlossberg could not cash their pay checks. But that did not matter; there was other work to be done.

In Chicago things became pretty lively. Frank Rosenblum was in charge of organizing work. Stephan Skala was preparing the Bohemians on the South Side for a possible strike. In September, 1915, it began, almost a repetition of 1910 with its police brutality and arrests, and the killing of Samuel Kapper, a deaf and dumb boy; very different from 1910 in its organization and order. It lasted twelve weeks. The Daily News, The Tribune and all other papers of Chicago urged Mayor Thompson and the City Council to intervene and arbitrate. To no avail. There was “nothing to arbitrate.” The strike ended with no gains but with an added determination that another attempt would be made. Unlike 1910, too, in which Rickert and his cohorts gave up the strike without consulting the people, this strike was ended by a decision of the strikers, assembled in mass meeting.

I have a financial report of the strike not without historic interest. The 1915 strike cost $121,000, two-thirds of which went for direct strike benefits, and one-tenth in legal fees (bonds, fines, lawyers, etc.). Most of the money came from the people working in Hart, Schaffner and Marx. An assessment levied on the membership brought $55,000; different locals contributed $5,000; donations through the General Office amounted to $31,000; outside sources contributed $22,000, while the initiation of new members enrolled brought $8,000.

In 1916 another attempt at organization failed. During 1917 and 1918 nothing eventful happened but, slowly and surely, the persistent organization work continued until it culminated in the final organization of the entire market in 1919. The rest of the story of Chicago is too close to us, too easily remembered to need recounting here. So the archivarian begs leave to step back.

Cutters Have Stood by the Union

By SIDNEY RISSMAN
Assistant General Manager, Chicago Joint Board, and Member General Executive Board, A. C. W. of A.

The story of Local 61 is a story that began long before the Amalgamated Clothing Workers of America came into existence. Men who are now members of Local 61 recall the days of the Knights of Labor and the Garment Workers previous to the very birth of the Amalgamated.

The happenings that finally resulted in the present Local 61 really began in 1901. From the years of 1901 to 1904 Local 61 was practically the only local union that was recognized by the clothing manufacturers. The old game of the manufacturers to satisfy a small militant group in order to prevent the masses of tailors from organizing, was maintained during those years.

From 1904 to 1910 the only shops recognizing the Union were label houses who dealt either with Local 21 in the special order houses or Local 61 in the wholesale houses. The membership of these locals was very small. The years of 1904 to 1910 was a period of development in the clothing industry. Houses that were small doubled and tripled in size. The workers entering the industry were for the most part immigrants who had recently come over from the old country.

The manufacturers took great advantage of these people with the result that by 1910, the new people and those who still remember the better times of 1901 to 1904, created a strike that was spontaneous. Organization work was unnecessary. The people walked out of the shops willingly.

The cutters and trimmers of Hart, Schaffner and Marx were among the first to walk out in 1910. Having among them young men with fire and enthusiasm, they spread the strike until it embraced the entire market.

After a strike of twenty weeks the Union succeeded in getting an agreement with the largest house in the market. Great sacrifices were made by members of Local 61. On the picket lines morning, noon, and night, day in and day out, rain or shine, the members of Local 61 served their apprenticeship to Union Labor. Great results were to fol-
low in the years to come. The members had learned how to strike and take care of themselves during a strike.

The incident of 1912 reminded the manufacturers that the union was determined to organize the market 100%.

The year of 1914 found Local 61 in a difficult position. The delegates of Local 61 to the convention held in Nashville, Tenn., brought back a report of a split in the Garment Workers and the majority of Local 61 members decided to cast its lot with the new-born Amalgamated Clothing Workers of America. Only those working in label shops remained with the Garment Workers. This was a very small group.

In the strike of 1915, Local 61 played an important part. The organization campaign preceding the strike and during the strike found the members of Local 61 actively interested and working with all its power towards successful results. The cutters and trimmers paid a 10% assessment of their weekly earnings for the duration of the strike.

Two months after the strike of 1915 Local 61, now more determined than ever, continued its organization campaign with the result that in the spring of 1916 the cutters and trimmers of the largest non-union houses were again on strike. Immediately Local 61 voted another 10% assessment.

To appreciate the meaning of this, one must remember that losing a strike brought terrible consequences to those out on strike. The blacklist system of the Medinah Temple was then at its height and it was impossible for a cutter or trimmer to get a job in the industry without applying to the Medinah Temple, which was in existence from 1904 to 1919.

But the cutters and trimmers of Chicago were determined to have an organization, knowing that there was little hope to win this strike but hoping that the manufacturers would realize that the only time they would have industrial peace would be when they signed an agreement with the organization.

During the New York strike of 1918 Brother Hillman succeeded in getting the forty four hour week from the firm of Hart, Schaffner and Marx with an increase in pay. This increase, received several weeks later in back pay, was voted to the strikers of New York.

The organization immediately made a drive to compel non-union houses to grant the workers a forty four hour week with an increase in pay. These houses, seeing that their workers took up the response in great numbers, announced the forty four hour week to become effective at a later date, but the organization through its agitation compelled them to grant this immediately.

The opportunity was great in the latter part of 1918 and early in 1919. The army and navy were demobilizing and clothing was in demand. Help was scarce and the organization took advantage of this by a more extensive organization campaign. As a result, the manufacturers gave large increases to their workers in the hope that this would stop them from joining the organization. The workers, knowing from past experience that increases granted meant very little without an organization, flocked to join the organization in large numbers.

It was during this period in the spring of 1919 that the manufacturers realized that they were engaged in endless strife and signed an agreement with the Amalgamated. The Medinah Temple was abolished. The members of our organization in Chicago had at last achieved what they had long fought for.

The members of Local 61 recognize this great truth, that we would not have gotten anywhere if it were not for the splendid work done by the tailors and officers of the organization. Being with them in all of our organization campaigns and during all the strikes, it is only fair to say that we appreciate the splendid work done with their co-operation. We can only hope that the spirit which existed then and which exists now will remain for all time.

Local 61 can pride itself that at all times from 1910 until the present time the membership has had for their officers men who served their constituents without selfish motive for the benefit of the membership as a whole, and for the organization, and we recognize and appreciate the splendid work and ability shown by our President, Sidney Hillman.
What Is Impartial Machinery

By Dr. B. M. Squires
Chairman, Market Trade Board

1. HOW THE MACHINERY CAME TO BE

Many students of industrial relations consider the Amalgamated impartial machinery the best product, and the most workable product of arbitration in industry. In Chicago the impartial machinery has had an uninterrupted existence now for some seventeen years. This machinery—which is a very human kind of machinery—grew out of the agreement signed on January 14, 1911, by the firm of Hart, Schaffner and Marx and representatives of its employees. The agreement provided for an arbitration committee of three members, one to be appointed by the firm, one by the employees and the third by the two first appointed. This provision marked the beginning of arbitration in the men's clothing industry and in a sense of the impartial machinery as it came later to be known. It may be doubted whether an elaborate scheme of continuous arbitration was contemplated when the first agreement was signed, but the arbitration committee was to “fix a method for settlement of grievances, if any, in the future.” And from this simple beginning has grown a complicated structure which has fundamentally improved the relations between the workers and the employers.

In organizing the arbitration committee the firm chose as their representative Mr. Carl Meyer and the Joint Board of the workers chose Mr. Clarence Darrow, both well known attorneys. These two agreed on Dean Wigmore of Northwestern University as the third member of the committee. But he declined to serve and they were unable to agree on anyone else. In its decision the committee of two constituted themselves as a permanent Board of Arbitration for two years without providing for a third member. It is interesting to note that these two men representing the firm and the workers were able for a year or more to agree on all matters brought before them. But ultimately the cases presented became so numerous, and many were so involved in technical detail, that the arbitrators were no longer able to give them the time necessary for prompt disposal. In consequence, it was deemed advisable to set up a court of original jurisdiction, reserving to the Board of Arbitration the dictation of the more general principles of conduct and relation and the reviewing on appeal of decisions of the original court.

This original court was to be made up of eleven members, “preferably practical men in the trade.” It was constituted in April, 1912, with five members named by each side and with a neutral chairman. The committee which suggested the Trade Board had been asked to select the chairman. Mr. James Mullenbach, acting superintendent of the United Charities of Chicago, was the man agreed upon by the committee. He has served continuously to date as Trade Board chairman.

Not long after the organization of the Trade Board, issues arose upon which the two arbitrators were not in accord and which necessitated the choosing of a third arbitrator as provided in the original agreement. Mr. John E. Williams, of Streator, Ill., was agreed upon as chairman. About this time Mr. Darrow resigned and Mr. W. O. Thompson, an attorney of the city, was named as the representative of the workers in Mr. Darrow’s place. Mr. Williams continued as chairman of the Board until his death in 1919, and was succeeded by Professor James H. Tufts of the University of Chicago.

When the whole of the Chicago market was organized in the spring of 1919 an agreement along the lines of the Hart, Schaffner and Marx agreement to provide for the firms newly organized, was entered.
Professor H. A. Millis of the University of Chicago, was chosen chairman of the Market Trade Board and it was agreed that Professor Tufts would serve as chairman of the Board of Arbitration for the entire market. In the meantime, Mr. Thompson resigned and Mr. Darrow was again named to represent the workers. Later Mr. Sidney Hillman, International President of the Amalgamated Clothing Workers of America, became the union representative on the Board of Arbitration. In 1921 Professor Millis became chairman of the Board of Arbitration and Dr. B. M. Squires, Commissioner of Conciliation of the United States Department of Labor and member of the National Adjustment Commission, succeeded him as chairman of the Market Trade Board. For a few months in 1922 Mr. T. W. Allinson served as associate chairman of the Market Trade Board.

When the agreement was renewed in 1922 the provision relating to the Board of Arbitration was changed to read that the Board should consist of a chairman who was the choice of both of the two parties. Should issues arise which required the enlargement of the Board, two members might be appointed either by joint selection of the two parties or by each of the parties selecting separately. Similarly, the provision relating to the Trade Board was changed so that the Board was to consist of a chairman representing the mutual interests of both parties. In 1923 Professor Millis resigned and Dr. William M. Leiserson, who had served as impartial chairman in Rochester, N. Y., and Baltimore, was named to succeed him. In this year, too, the parties joined in naming Professor John R. Commons and Professor David Friday to serve with Dr. Leiserson on a wage case. Since the renewal of the agreement in 1925 the two chairmen of the Trade Boards have constituted a Board of Arbitration on a few cases where the issues seemed beyond the purview of the Trade Board.

2. How the Machinery Works

At the outset, the Board of Arbitration was expected to lay down basic principles to guide the deputies in their day to day negotiations. The experiment was new. Each step had to be recorded. Corrections had to be made. It was but natural under such circumstances to overemphasize the importance of building up a body of law as precedent. For one thing, it seemed a waste of time to reargue an issue which had been argued on previous occasions. Both parties to the agreement came to be more and more insistent that the Board of Arbitration should write decisions disposing not only of the points at issue, but anticipating similar issues in the future. Inevitably, the habit of writing decisions grew, but it is fortunate that for the most part the Board of Arbitration was able to avoid the necessity and withstand the temptation of laying down general rules. The guiding principle seems to have been that the agreements and decisions should be flexible enough to meet changing conditions.

This reliance on decisions bred in turn a reluctance on the part of both sides to make their own decisions. Dockets were flooded with cases. The impartial chairmen were the official scapegoats. When disagreement arose, little attempt was made at joint adjustment. “Take it to the Trade Board,” was a standard phrase. Was a decision unsatisfactory? “Appeal it to the Board of Arbitration.” From the time the Market Trade Board was established in the Fall of 1919 until the expiration of the agreement in 1922, more than 1,300 formal complaints were filed, and nearly 1,000 required written decision to adjust. As many as 35 cases were heard in a single week. In addition the Board of Arbitration heard 54 cases on appeal from the Market Trade Board and 30 cases by direct reference. During the period 1922-1925 the Market Trade Board received 905 written complaints and disposed of 619 by written decision. The Board of Arbitration heard 29 cases. The early record of the Hart, Schaffner and Marx Trade Board is not as complete as in later years, but from the time of its inception until the market agreement some 1,000 decisions were rendered. From 1919-1922 the Hart, Schaffner and Marx Trade Board decisions number about 700. Up to this time there had been some 150 Board of Arbitration decisions either on appeal or by direct reference. From 1922-1925 the Hart, Schaffner and Marx Trade Board
decisions number about 700, the Board of Arbitration decisions, 81. Since 1925 the decisions of the Market Trade Board and of the Hart, Schaffner and Marx Trade Board have averaged each less than 100 per year. During the last three years there have been three written decisions by the two Trade Board chairmen serving jointly as a Board of Arbitration.

Not only has there been an abrupt decline in the number of written complaints filed and heard by the impartial boards, but the character of the complaints has changed. Rights have been fairly well established and are quite generally known and respected. Procedure in the handling of grievances is well defined and both sides are familiar with it. There has developed a new sense of values, a clearer distinction between essentials and non-essentials. The desire to “win the case” has been replaced in large measure by the desire to reach a mutually satisfactory adjustment.

In matters of basic policy both sides are disposed to accept the responsibility of critical decision. This is but a sign of industry’s “coming of age” and is in line with the feeling of mutual responsibility which the parties have come more fully to realize. The burden of decision has always been carried, in final analysis, by the parties to the agreement, but there have been times when it was expedient to let it rest for a season on the arbitrator’s doorstep. The shifting of the emphasis was due in part to the fact that the institution of arbitration was in danger of breaking down under the responsibility ascribed to it, and in part to the fact that the two sides were better prepared to assume the burden. A process of education had been going on. Mutual confidence had developed. Both sides could better afford to be frank with themselves and with each other.

3. THE MACHINERY PART OF THE AGREEMENT

If it were humanly possible for employers and employed to agree upon everything which might arise in their joint relations there would be no need, presumably, for the institution of impartial machinery, as it has come to be called, in the men’s clothing industry. Actually, impartial machinery may be useful or necessary even in cases where agreement is possible because it is sometimes more troublesome to agree than it is to disagree and arbitrate the disagreement. This has been called “passing the buck,” but it may indicate inertia or reluctance to accept responsibility. Not infrequently, decisions are made by the Trade Board or the Board of Arbitration (impartial machinery) which are entirely satisfactory to both parties though the occasion for the decision was a disagreement. Moreover, as has been evidenced repeatedly, parties to a dispute may agree if they do not have access to an umpire and may be inclined to disagree if arbitration is available. The latter may be due to a consideration of what is involved and what may be obtained through arbitration. It is equally true that the availability of an arbitration agency makes for accord. Neither party wishes to arbitrate an issue that may seem trivial.

Similarly, it may be said that if collective agreements, or laws, or decisions governing human relations in industry could be written for all time, impartial chairmen, not to mention many others, would need to seek other employment. In fact, it has been asserted that a successful arbitrator works himself out of a job. Now it often happens that an arbitrator works himself out of a job, but not necessarily because he is successful. So long as there are employers and employed there will be an area of conflict, and disputes arising within that area will be settled by the old time method of fighting it out or by the method in the men’s clothing industry of agreeing wherever possible, and in any event agreeing to refer the disagreement to the impartial machinery. One of the outstanding aspects of this arrangement in the clothing industry is that the parties quite frankly accept the fact that questions will arise on which they cannot agree and then in advance of disagreement they agree to arbitrate questions arising during the period of the agreement on which they, as interested parties, may disagree. The impartial machinery is established by agreement; it functions because of disagreement or the prospect of disagreement.

A point that should be stressed is that the impartial machinery is not an agency apart and distinct from the agreement. If the arrangement for the conduct of human relations may be likened to an industrial structure, then the impartial machinery must be regarded as an integral part of the structure, helping to shape and support it, yet conforming to the structure and supported by it. If true appraisal is to be made, it must be with constant reference to the development of the agreement, of the industry, of the organization of workers on the one hand, and of the organization of employers on the other hand. Nor can any one agreement period be selected as a true picture of any of the parts of the present structure. At one time or another one factor or another has been outstanding, although fundamentally the original plan of adjustment by conference and negotiation has been changed.
The Amalgamated Trust and Savings Bank of Chicago

By WALTER T. FISHER, President

THE AMALGAMATED CENTRE, the beautiful building which houses the Amalgamated Union in Chicago, was once but a dream. Many thought the dream would never come true. These doubters did not know the spirit of the Amalgamated nor the willingness of the membership to pull together while working toward results which take much time to realize. Probably there are many now who do not believe that our dreams of the future strength and usefulness of the Amalgamated bank in this city and in New York will some day come true. But it is my conviction that the present achievements of these banks and their usefulness both to the Amalgamated members and to the working community generally, will some day look negligible when compared with the power and position which these banks shall then have attained.

WHEN UNION MEMBERS NEED A LOAN

As I try to look into the future, I see a greatly extended development of all of the service functions of the bank. I see the extension of the department which makes loans to Amalgamated members and other customers on the signature of their friends without collateral security. The Amalgamated Trust and Savings Bank has in the past served many members of the Union in this manner, and repayments have been made with gratifyingly little delay and practically no loss. We are at present enlarging this loan service department by establishing a system whereby such loans may be repaid on the installment plan. These loans will be made available at the lowest possible cost so that their great benefit may be brought within the reach of an increasingly large number of people.

OR—IF UNION MEMBERS HAVE SPARE CASH

Everyone should have a certain amount of cash set aside in a savings account, always available for emergencies. But when money over and above this amount has been saved, money which is not likely to be needed at once, it should be invested at a higher interest rate. Our bank has rendered an important service by providing the means for safe investment of such funds in mortgages yielding 6 per cent interest, and which can be purchased on small payments. This investment department has been growing steadily and doubtless will continue to grow as more people become aware of its valuable service. General investment trusts such as the Amalgamated Investors, Inc. of New York and the Amalgamated Securities Company in this city, while not part of our banks, are being made available through the banks. I confidently expect that in the future we will specially sponsor other forms of sound investment. Another service of the bank is the giving of free and impartial advice on investments of every kind by the bank officers, who can and do obtain for the customers of the bank the best financial information available. In all its various phases our investment service is well on the road to providing for the Union, for the members, and for the others who use our banks, investment facilities equal to those enjoyed by the largest financial institutions.

Many people have the problem of deciding whether or not they should make a will and place their property in trust where it can be best preserved and expended most wisely for their families. Some day I believe the Amalgamated Banks will provide for everyone at low expense the valuable trust service now so extensively utilized by the wealthy.

Our first mortgages provide a service of importance to home builders and owners by enabling them to finance their properties at the lowest possible cost. The cost of second mortgages is frequently a serious problem to the same persons, and this problem is now being tackled by the Amalgamated Securities Company.

HAVE YOU A FRIEND OR RELATION ABROAD?

Our foreign department has been remitting funds to an increasingly large number of countries. It is handling steamship tickets, travelers' letters of credit and other matters which arise in dealing with foreign countries. The great achievement of this department in reducing the cost and increasing the safety of remittances to Russia is well known to all Amalgamated members. This achievement is an example of the unforeseen benefits which may be
expected in ever increasing numbers as our bank prospers and develops.

Really, Why These Labor Banks?

Sometimes one hears the question: “What are our banks good for?” Our numerous members and their friends who have been directly benefited by the services of either the Amalgamated Trust and Savings Bank or the Amalgamated Bank of New York do not ask the question. They know what our banks are good for. Great business houses do not ask what their banks are good for. And some future day, when the Amalgamated Banks are nearer to the power of the large banks of today, nobody, in or out of the Amalgamated organization, will think of asking what our banks are good for. They will no more ask that question than ask why we need automobiles since there are street cars in existence. The members, as individuals, will then take it as a matter of course that they are entitled to receive, and they will receive, the best and lowest priced financial service of every description which can possibly be received. And they will receive it from the banks which they own and which their own power controls.

The Amalgamated Trust and Savings Bank of Chicago will not grow as the result of lucky strokes of good fortune. The bank cannot and does not expect to grow by receiving the million dollar deposit of any great private corporation. It can and will grow only by a large number of comparatively small deposits and transactions. Therefore, every deposit of no matter what size, is important. We claim to be co-operative, and whether we want to be or not, we are compelled to be co-operative. The amount of energetic loyal co-operation we receive will be the measure of our success.

The road is clear before us.
TO THE ARCHITECT buildings are more than an aggregation of steel beams, bricks and trimmings. They are live creations which are meant not merely to be looked upon and used by men, but to say to them, through the speech of form and design, what their functions and purposes are, what their meaning may be to the lives of men and women. With this idea in mind the community and the members of the Amalgamated Clothing Workers will be in a position to understand why the architect with many architectural types at his disposal decided upon the type of building that now stands as the home of the Chicago Amalgamated union.

As I have said, a building is not a static structure even though it is rooted in a space from which it cannot move. It is a live, dynamic thing. It is, in truth, the stage setting against which history itself is played. Naturally, therefore, after several talks with Mr. Levin and the other leaders of the Union, I concluded that the home we were designing for the Chicago clothing workers was to express a twofold idea and serve a twofold purpose. It was to be the embodiment of the organization's strength, and of its aspirations. It was to be the government building of the organization, and, at the same time, its social center.

We chose the classic style of architecture to achieve our ends, because, of all styles, this is the simplest, and through its simplicity gives most eloquently the feeling of strength and dignity. We avoided all gaudy, "gingerbread" decorations; we maintained, even in the ornamental aspects of the building, the severe, clean cut classic style. We kept constantly in mind, when drawing up the plans, the Pan-American building in Washington. We wanted the governmental aspect because the CENTRE is to serve as the government building of the workers' end of government in the clothing industry of the city. So in all the details of the structure we sought for the greatest simplicity in order to express thereby the greatest degree of strength. To suggest the desire of the organization to forge ahead to higher things, we added a tower for height, designed in harmony with the strong lines of the rest of the structure. Accordingly, the building is at once firmly rooted on a broad foundation and lifted into the air, high above the structures of the surrounding neighborhood.

Perhaps without realizing it, men crave beauty in their surroundings. It fills a deep, inner need and desire. In the AMALGAMATED CENTRE we have sought to infuse a tone, create an atmosphere, which would lend inspiration to the people who are to work within its walls. We tried to give the interior of the building a quality which would make its presence felt as you feel the presence of anything that is beautiful and lovely.

It is actually a fact that the AMALGAMATED CENTRE is the expression of the organization for which it has been erected. The architect simply carried out the idea which the men of the organization gave him, merely executed the plans that the men of the organization suggested and developed. So, through the agency of the leaders, the CENTRE really reflects the whole body of the membership.

I must acknowledge my great indebtedness to Mr. Levin for the valuable cooperation and assistance and my assistants have received from him throughout the erection of the CENTRE. I want to say that it has been a revelation to me to work with men of the high calibre of all the men of the Amalgamated organization with whom I have come in contact. Architects are dreamers, even though their materials are steel and marble and they receive great stimulation from working with men who also dream boldly and freely.

I am happy to have had a share in the erection of this building, which does not, so far as I know, have a counterpart in this country. It is my belief and hope that against the setting of this structure a brilliant future history for the organization may be unrolled.

Great luck to the Amalgamated in its new home!
That Fire with a Happy Ending

What Happened to Samuel Levin on the Night of April 30

It was a big day, a tiring day, a day into which a million big and small things were crowded. The General Officers arrived. The General Executive Board held a session. The cutters' claim for an upward revision of scales was considered and plans of further conferences discussed. The ratification of the agreements in Chicago and Rochester was reported and analyzed. And there were several other large and small matters which demanded and received exacting attention.

Sam was tired. Perhaps that tiredness was the result of many weeks and months, not of that clay alone. He went home and to bed with a copy of the AMALGAMATED CENTRE, fresh from the press, in his hands. The book was to be distributed on May Day. Sam had also received galley proofs of the General Executive Board report to the convention. In his capacity as a Board member he was expected to read and O. K. them before the report was sent to the printers. It is not impossible that the reading matter, and not tiredness alone, had affected Sam, for he soon fell asleep with the galley proofs scattered about him. The AMALGAMATED CENTRE directly slipped off the bed.

Sam awoke with a bang. His ears were overwhelmed by a terrific noise, in which the regular screeching of the street cars was drowned in an impact of thunder. What was it? It sounded as if the fire companies of all of Chicago were rushing by the house.

Somebody phoned. "A fire on the block of the building." Sam was quick to get out of the house. He jumped into a taxi, rushed to Ashland Boulevard and Van Buren. He was wondering, "Which building can be on fire?" There was one house in the neighborhood which he somehow grew suspicious of. It smelled like a Crowe Republican club and probably was a distillery.

The cab couldn't break into Ashland and Van Buren. Fire engines blocked the way. Sam did not have to enquire. The tower on the roof of the AMALGAMATED CENTRE was engulfed in flames. Powerful streams of water from a virtual forest of hose seemed only to irritate the fire, did not quell it. The AMALGAMATED CENTRE was going fast. Somebody told Levin how the fire had started. There had been a children's celebration in the Social Hall on the top floor. Somebody got the bright idea of taking the kiddies down to the engine room to show them the oil burner. Of course, they were kept at a proper distance from the tank. The machinist opened the door of the burner, and the marvelous sight of burning oil caused the children to jump for joy. Then he closed the burner, but little Abigail Levin touched the dynamo with the flashlight she was carrying with her and a terrific explosion occurred. The children, Sam was informed, just marched out of the boiler room as if nothing had happened. Abigail had Sidney Rissman help her take care of the crowd. Abigail, so Sam was further advised, also said that her papa liked the Social Hall and the Auditorium very much. So she asked Sidney to help her carry out those two parts of the CENTRE, also the mimeographed decisions of the impartial machinery which Abigail thought were as good as the funny pages though they had no pictures. Rissman did not think much of machinery but he always was a ladies' man—and Abigail, three years old, was irresistible. Rissman had designs on Abigail for his younger boy.

It was not clear to Sam why Abigail's flashlight should have set a fireproof building on fire. But there was no time to think too long. The beastly noises around just deafened him. He helped the firemen pump water which, queerly enough, was taken from beautiful glasses in the banquet hall and poured out through strainers. The struggle went on four hours. The burning walls, eaten with tongues of flame seemed to challenge the whole block, the whole city. Everyone seemed to turn in the direction of Sam. And all at once the fire stopped to listen to the announcement which Jack Potofsky was making about the order of introducing the resolutions at the Cincinnati convention. Then Hymie Isovitz moved the previous question and the walls collapsed. There was great noise but no dust, clean work, Levin thought. A subcommittee saw to it that no one was hurt. All was gone, the building and all.

The day was over. There stood the frame work of the building. The vault of the finance department remained intact. But it was late. Sam was too exhausted to speak to anyone and there was nobody who wanted to be spoken to. He went home. With difficulty he pulled his legs along.
They refused to drag him. All was gone. The dream of years. The labor of a year. And what a year. Yes, there was an extra day in February, but still there hadn't been enough time. Sam wondered whether the 29th of February had burned, too, and he made a mental note to ask Charlie to insure the day in 1932. Yea, all was gone. The gym, the library, the asbestos curtain. Sam did not remember Abigail's saving activity. He was angry with her and wondered why J. B. had insisted two years ago that children should not be spanked.

It gave him a pain to realize that the Social Room was gone. Somebody had called it a "little art theatre." Someone else had suggested "studio." The children of the members were to take lessons there in interpretive or classic or folk dancing. Sam couldn't make out exactly which was which. He thought classic sounded good enough, but he had an open mind. He himself liked polka-mazurka. Isadora Duncan appealed to him. He wondered which kind of dancing would best fit the Amalgamated Spirit. However, the children should dance. Isadora's dream of a school for her children, which no European state could achieve but Soviet Russia, he would carry out at the AMALGAMATED CENTRE. Levin thought with satisfaction that the Joint Board was a good government.

Music lessons, too. A good teacher who knew music and how to get the children to play without teaching them, had been engaged tentatively. Beautiful music and singing. We are an international organization, of course. Nothing nationalistic about us, but Sam couldn't make up his mind as to whether Stenka Razin or Die Schvue was more appropriate. He was for music. Not just music, however beautiful, but music and singing related to the movement, which would bring the children of the Amalgamated nearer to the cause of their parents and make the children better soldiers, enthusiastic, inspired, inspiring warriors in the cause of freedom and fairness. Yes, responsibility, too. O, how tired Sam felt.

The library ... They had said it was too beautiful to permit anyone to concentrate on reading. Ridiculous. Why every detail had been taken into account. The possible effect of the color of the window pane was considered. That's why they had put in double windows so that the light of the sun could penetrate, while the noise of the street was kept out. A large, beautiful room, quiet and not depressingly big. In a corner the librarian's desk, inconspicuous, unassuming, just suggesting that the librarian was there ready to serve, to advise, not pretending to lead, to dominate.

The social hall, the library and the gym, the beautiful harmonious trio, provisions for the development of a healthy spirit in a healthy body, a working harmony of health and thought. A place where you could rest and regain strength spent in the day's work. A place to regain poise and inspiration and to set up reserves on which the worries and the demands of next day could draw.

Levin shuddered, as it again became clear to him that all this glory was gone, gone with the smoke. Destroyed. Yes, it had been insured. No money would be lost. But even if the money was lost, the tailors were still there. With the tailors alive all other things were safe. Their unlimited energy, devotion to the cause, their organizing experience were assets to bank on that fire could not undo or destroy. With the organization intact everything was safe. The organization was there, but Sam Levin, was tired, utterly demolished. To begin all things anew, to go through with this endless, exasperating, exhausting procedure seemed impossible. No, it had not been exasperating. It had been a real joy to discuss every detail of building with the architect, to argue over many a so-called fancy idea with the other fellow, bargain over prices with commercial houses, worry over labor costs, buy chairs for $7.50 a piece when a very responsible and competent organization paid $11.50. All this was glory the first time. But to go through with it again, it seemed unbelievably boring.

Levin came nearer his home. He felt a numbness in all his limbs. No, he couldn't go back to the office tomorrow. A rest. A rest from it all. Forget these horrors, this terrific fire, the breakdown, the catastrophe. To the country for a time. He knew of a place, not far away. A lovely place. Near the lake, with trees and grass. Not an expensive neighborhood. Just the neighborhood for the Union to buy space and start a co-operative summer colony for the members. The children would have two solid months off the city streets. Build again? Again to have fire eat into your very heart, unroot your very soul and strip that challenging tower naked? No. Why no, though? Will fire stop the Union?

Levin woke up. His older boy was trying hard to tear him out of deep sleep, the deepest he had had for months. "Why, Dad, you wanted to get up early. This is May Day and daylight saving time, too. They phoned from the office. The celebration is to start soon." Sam rubbed his eyes violently. He was mad. So that is what it all was. A dream! Let's have coffee. Strong coffee, too.—J. B. S. H.
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