OFFICE OF NATIONAL RECOVERY ADMINISTRATION

DIVISION OF REVIEW

# REPORT OF THE SPECIAL COMMISSION ON WAGE DIFFERENTIALS IN THE CAP AND CLOTH HAT INDUSTRY

By

Paul F. Brissenden
Chairman
Max Meyer
Wirt A. Gill

WORK MATERIALS NO. FIVE

March, 1936

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# F O R E W O R D

This report of the Special Commission on Wage Differentials in the Cap and Cloth Hat Industry was prepared by Messrs. Paul F. Brissenden, Chairman, Lax Lyver and Wirt A. Gill.

The report was made in January 1935 and a small number of copies was released at that time. It is here reproduced in order that it may be made widely available to students in the labor field.

At the back of this report will be found a brief statement of the studies undertaken by the Division of Review.

L. C. Marshall,
Director, Division of Review

March 6, 1936

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## RECOMMENDATIONS OF THE COMMISSION

In the light of its findings, the Commission recommends:

First, that Article IV of the Code be amended, establishing the following areas in place of those now in the Labor Provisions:

Area "A" - to include the following counties in New York State:

Boroughs of Manhattan, Kings, Queens, Bronx, Richmond and the County of Westchester.

Area "B" - to remain the same with the following exceptions:

1. That it exclude Area "A" as defined above, and
2. That it exclude Buffalo and Pittsburgh Metropolitan Districts.

Area "C" - to remain the same as at present provided in the Code with the addition of the Metropolitan Areas of Buffalo and Pittsburgh.

Second, that no employee engaged in cutting, blocking, operating or lining making in the several areas shall be paid less than at the rates specified in the following schedule:

Area "A" - 55 cents per hour or at the rate of not less than $22 for a 40 hour week.

Area "B" - 47-1/2 cents per hour or at the rate of not less than $19 for a 40 hour week.

Area "C" - 44 cents per hour or at the rate of not less than $17.50 for a 40 hour week.

Third, that Article IV, Section 1 of the Code with respect to unskilled labor remain unchanged, specifying a rate of 32-1/2 cents per hour for these employees.

Fourth, that Article IV, Section 5 of the Code dealing with apprentices remain unchanged.

Fifth, that to alleviate distress and undue hardships in special and exceptional cases, wherein a worker properly belonging to this Industry is threatened with loss of employment or inability to secure employment because he or she is admittedly of abnormally low productive capacity, a special Board be established under the Code and be authorized to permit the employment of such a worker at a wage less than the basic minimum wage. This power may be given to "the special Millinery Board" of the Millinery Code Authority if the necessary arrangements can be made.

Sixth, that the Industry seriously consider the

possibility of combining this Code with one of the major apparel industries, preferably the Millinery Code.

## FINDINGS OF FACT

After due consideration of (1) the statistical analyses of payroll and other factual material submitted, (2) the testimony presented at its Hearing and briefs submitted and (3) its own direct observations and inquiries in shops which it has visited; the Commission finds:

First, that average total costs (of direct labor plus material) are higher in New York City than elsewhere, with one exception.

Second, that direct labor costs for every important grade of cloth caps, are consistently lower in the East and West than in New York City. The differences in labor costs vary for each type of cap. In the West the a average total direct labor cost is from 5 per cent to 10 per cent lower than in New York City in the case of three grades of golf caps, and 25 per cent and 32 per cent lower in the case of two very important grades. In the East the average total direct labor cost is 4, 11 and 32 per cent lower than in New York City for three important grades in cloth caps.

Third, that average material costs per dozen caps are somewhat lower in the West for all grades of

caps and for all but one grade of caps in the East.

Fourth, that freight costs and selling expenses are slightly lower in New York than elsewhere, the former averaging 9.3, 7.2 and 6.3 per cent of total overhead in the East, and West and New York City, respectively, and the latter 37.2, 33.8 and 49.4 per cent of overhead in the West, the East and New York City, respectively.

Fifth, that the average per cent gross mark-up in the West for every type of cloth cap, with one exception, was found to be at least twice as large as the markup in the East and New York City.

Sixth, that the average efficiency of workers in the East is from 15 per cent to 20 per cent below that of workers in New York City, and that the average efficiency of workers in the West is from 15 per cent to 40 per cent below that of workers in New York City, being about 35 per cent lower for three important grades of golf caps and 13 per cent and 22 per cent lower for two other grades.

Seventh, that in spite of the superior labor efficiency of New York City firms, average direct labor costs are considerably higher in this area due to the higher rates of pay.

Eighth, that in spite of the fact that the

average number of weeks of full-time employment furnished workers in the West is greater (averaging forty-one (41) weeks to a majority of employees) than in the East, (thirty-six (36) weeks) or New York City (thirty-three (33) weeks), the annual earnings of New York City workers are larger. This again is due to the much higher wage rate paid in New York City.

Ninth, that there is a great volume of unemployment in the Industry and that even the employed workers are employed for a short week and for only part of the year.

Tenth, that the Cap and Cloth Hat Industry is so small and is made up so predominantly of small and widely-scattered producing units that the problem of Code enforcement is one of extraordinary difficulty; that adequate enforcement has not, so far, been accomplished and is unlikely to be achieved, even after amendment along lines recommended by this Commission, so long as the burden of enforcement rests wholly upon the shoulders of any Code Authority that has no greater financial resources than this small Industry is able to provide.

## COMMENTS ON THE COMMISSION'S RECOMMENDATIONS

The Commission believes that the incorporation in the Code of an amendment embodying the foregoing recommendations would tend to improve conditions in the Industry. It is their opinion that the new and narrower differentials suggested would tend to diminish unfair and destructive competition in the Industry and would therefore make the problem of code enforcement a much more manageable one. If these recommendations were adopted the differential for the West instead of being 32 per cent under that in New York City would be 30 per cent lower and would be 7 per cent lower than the wage rates in the East. The differential for the East outside of New York City would be 14 per cent below that of the wage rates in New York City.

What the proposed readjustment in areas and rates would mean to the Industry if adopted will be better understood by examining the data on hourly earnings, and Tables XIII A and B. It appears that in the East the hourly earnings of about two-thirds of the workers equaled or exceeded 47½ cents per hour. Application of the new rates would mean, therefore, that these producers, many of whom are now operating

under stays at 41¼ cents per hour would have to raise the wages of about one-third of their workers by amounts not greater than 6 cents per hour.

In the West, indications are that in July and August of 1934, over 45 per cent of the workers had earnings equal to or greater than 45 cents per hour. The proposed minimum of 44 cents per hour for this area would mean, therefore, that western producers would be obliged to raise somewhat less than half of their workers from 37½ to 44 cents per hour.

In the case of the Buffalo firms, many of which are now operating under a stay, under the proposal they would have to raise their minimum wage rate from 41½ to 44 cents per hour.

The Commission does not think that the proposed rate adjustment need prove unduly burdensome to western manufacturers in view of the recommendation for special provisions for handicapped and slow workers and especially in view of the possibility of bringing about reduction in costs under the new rate by enhancement of efficiency. In the production of a staple article like caps, it should be possible, in the opinion of the Commission, to attain almost as high a level of efficiency in the West as has been reached in New York City.

Although it is true that the Cap Industry is in a deplorable state as a whole, many firms are doing very well financially and among these are some of the concerns which have been most emphatic in registering protests against any changes in minimum hourly rates.

More favorable labor provisions in the major codes to which the Cap Code is closely related may be urged as a circumstance favoring the liberalization of its labor provisions. Most of the major industries in the apparel field have much higher wage and shorter hour provisions than does the Cap and Cloth Hat Code. This markedly true of the Dress, Coat and Suit, Men's Clothing and Millinery Codes. The only major apparel code with no more favorable labor provisions is the Cotton Garment Code and even its hour provisions are now shorter than those found in the Cap Code.

The relations between the Cap Industry and the Millinery Industry are close in many ways, The processes and machinery used are similar or identical. There is a considerable movement of workers back and forth between cap and millinery factories. These facts make pertinent not only the suggestion that the proposed handicapped workers provision might be administered by the special Millinery Board but also the proposal that it might be

well in the best interests of the Cap Industry to amalgamate its Code, for purposes of enforcement at least, with some other code like that of the Millinery Industry. The Commission believes that for many small industries the only solution of their enforcement problem is more or less complete affiliation with a larger, closely related industry.

Although it has not made a formal recommendation on the point, the Commission wishes to emphasize the urgent need for serious consideration of an early action upon the contractor problem, the seriousness of which in New York City is fully appreciated in the Industry. The Commission wishes informally to suggest that some plan for the registration of contractors be worked out after study of the experiences of the coat and suit and other apparel industries now trying to cope with this problem.

The Industry

The Cap Industry is small and is made up for the most part of small and highly competitive units. For a decade the Industry has been growing smaller. Its decline is not merely a depression phenomenon; the depression served merely to accelerate a downward trend that was a process in the middle '20s. The record is indicated by the Census figures on dollar volume (value of products) since 1925.

| | |
|---|---|
| 1925 | $43,822,729 |
| 1927 | 41,713,965 |
| 1929 | 35,900,654 |
| 1931 | 16,367,181 |
| 1933 | 12,658,883 |

The following table, compiled from Census data shows the trend of the distribution of the dollar volume of business among the various areas. The figures shown are a percentage of the total dollar volume of business done by each area:

| | 1933 | 1931 | 1929 | 1927 | 1919 |
|---|---|---|---|---|---|
| New York State | 27.7 | 38.7 | 40.5 | 37.6 | 49.5 |
| East (excl. N.Y. State) | 26.2 | 19.3 | 17.8 | 20.7 | 20.7 |
| West | 46.1 | 42.0 | 41.7 | 41.7 | 29.8 |
| U. S. | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

These figures show that New York City's share of the cap business declined from one-half in 1919 to a little over one-fourth of the total business in 1933. The eastern area appears to have maintained its share of the total cap business. Quite noticeable are the gains made by the manufacturers located in the Western area, who have increased their proportion of the total cap business from 30 per cent in 1919 to 46 per cent in 1933.

Wages disbursed by the industry dropped from $9,-242,937 in 1925 to $2,968,064 in 1933. Similar though less pronounced declines have taken place in the number of establishments and the number of workers in this industry.

The payroll returns available to the Commission indicate that the Industry now employs about 5,000 workers in about 535 establishments, and does about $13,000,000 worth of business annually.

The pre-depression decline in the Industry was probably due in major part to the somewhat widespread habit of going bareheaded, and partly due to a style trend showing a tendency to wear hats instead of caps.

Table I indicates the size of firms in this Industry. It is seen that roughly half of the firms in the Industry employ ten workers or less. Furthermore, indications are that the Western shops are larger than

TABLE I

SPECIAL COMMISSION FOR THE CAP AND CLOTH HAT INDUSTRY

Distribution of 535 Reporting Firms According to Numbers of Workers Employed, 1934

| Numbers of Employees | Number of Firms | | | |
|---|---|---|---|---|
| | United States | New York City | East | West |
| 1 - 5 | 295 | 118 | 83 | 94 |
| 6 - 10 | 125 | 50 | 28 | 47 |
| 11 - 15 | 33 | 9 | 7 | 17 |
| 16 - 20 | 27 | 9 | 4 | 14 |
| 21 - 25 | 16 | 4 | 4 | 8 |
| 26 - 30 | 8 | 1 | 3 | 4 |
| 31 - 40 | 13 | 2 | 1 | 10 |
| 41 - 50 | 6 | 2 | 3 | 1 |
| 51 - 75 | 6 | 0 | 3 | 3 |
| 76 - 100 | 2 | 0 | 0 | 2 |
| 101- 150 | 1 | 0 | 0 | 1 |
| 151- 200 | 1 | 0 | 0 | 1 |
| Over 200 | 2 | 1 | 1 | 0 |
| Total | 535 | 196 | 137 | 202 |

Source: Questionnaire sent out by the Code Authority.

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those in New York and the East, since 85 per cent of the shops in New York City and 80 per cent of these in the East employ ten workers or less, while only about 70 per cent of the western firms are this small.

The principal manufacturing centers are: New York, Chicago, St. Louis, and Philadelphia. These four markets in 1933 were responsible respectively for 38, 13, 11 and 5 per cent of the business, and accounted altogether for 57 per cent of the total dollar volume attained in that year.

The cap workers in the New York markets are strongly unionized, their union having signed up most of the firms in the New York City area in an agreement which provides for weekly wages (and for piecework rates) ranging from $27 to $40 for a 40-hour week. The other important cap making areas are not as highly unionized as the New York City area.

This small scale Industry, in contrast to such other apparel industries manufacturing apparel such as cloaks and suits, dresses and millinery, makes a fairly staple product. Except for New York, there is practically no contract work, the goods being manufactured principally by firms owning or leasing their own quarters, and from their own materials, and not for the accounts of others.

Both "tailoring" and "sectionalized" methods

of production are followed and this seems to be true of all section, but tailoring predominates in New York City, and in the very small shops wherever located, while sectionalization marks the western centers of the Industry, especially in the larger plants. (See Table II for further details on sectionalization).

It is an urban Industry. More than that, it is not an Industry found to any appreciable extent in small towns. It is a big-city Industry. Table III shows that close to 90 per cent of the firms and about the same proportion of the workers are found in cities of over 250,000 population.

Sources of Information

The facts which emerge from the inquiries conducted by the Commission derived from:

1. Public hearings, supplemented by briefs, report and letters from manufacturers, or their representatives.

2. Visits by the Commission to cap factories in the various markets, and interviews with employers and employees in these factories.

3. Statistical analysis of (1) payroll returns to the Code Authority supplemented by additional returns direct to the Commission, and (2) returns received upon two questionnaires distributed to members of the Industry.

The last-named source is the chief basis of the results outlinte below. The Commission considered

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE II - Type of Plant Operation

This table shows the number of plants in each area operating on a "section" or division of labor basis and the number of workers in their employ during the week ending August 11, 1934.

| Area | Number of Firms | | Number of employees | | Percent of total number of Firm in each area | | Percent of total number of employees in each area | |
|---|---|---|---|---|---|---|---|---|
| | Section | Non-Section | Section | Non-Section | Section | Non-Section | Section | Non-Section |
| New York City | 30 | 40 | 418 | 555 | 42.9% | 57.1% | 43.0% | 57.0 |
| East | 21 | 16 | 273 | 166 | 56.7 | 43.3 | 62.2 | 37.8 |
| West | 31 | 40 | 695 | 365 | 43.7 | 56.3 | 65.5 | 34.5 |
| Total | 82 | 96 | 1386 | 1085 | 46.0 | 54.0 | 60.1 | 39.9 |

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning

TABLE III

SPECIAL COMMISSION FOR THE CAP AND CLOTH HAT INDUSTRY

Number of Reporting Firms and Employees
In Cities of Specified Sizes

| Population of City | United States | | East * | | West | |
|---|---|---|---|---|---|---|
| | Number of Firms | Number of Employees | Number of Firms | Number of Employees | Number of Firms | Number of Employees |
| Over 1,000,000 | 298 | 2,730 | 226 | 1,992 | 72 | 738 |
| 500,000 - 1,000,000 | 94 | 1,042 | 37 | 251 | 57 | 791 |
| 250,000 - 500,000 | 64 | 696 | 19 | 151 | 45 | 545 |
| 100,000 - 250,000 | 30 | 212 | 21 | 130 | 9 | 82 |
| 50,000 - 100,000 | 15 | 153 | 7 | 55 | 8 | 98 |
| 25,000 - 50,000 | 4 | 129 | 2 | 113 | 2 | 16 |
| 10,000 - 25,000 | 6 | 88 | 6 | 88 | 0 | 0 |
| Less than 10,000 | 4 | 30 | 2 | 13 | 2 | 12 |
| Total | 515 | 5,080 | 320 | 2,798 | 195 | 2,282 |

* In this Table "East" includes New York City.

Source: Questionnaire sent out by Code Authority.

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it important, however, to appraise and interpret the figures in the light of what was said at hearings and in briefs thereon, and even more important, in its judgment, in the light of its own first-hand observations and contacts in the shops.

Trends in Business Volume by Areas

The acid test of whether or not a given market has suffered from the ("fair" or "unfair") competition of firms in other markets can be made by examination of the reports of members of the Industry on their unit and dollar volume of production.

Using information supplied by 183 firms reporting to the Code Authority we find the available business as shown by dollar volume for 1933 and the first nine months of 1934 distributed in the various areas as follows:

| Area | Per Cent of Total Dollar Volume in Area Indicated | |
|---|---|---|
| | Jan.--Sept. 1934 | 1933 |
| New York City | 24.9 | 27.7 |
| East (excl. N.Y. State) | 23.4 | 26.2 |
| West | 51.7 | 46.1 |
| U. S. | 100.0 | 100.0 |

This shows that New York City's share of

business has appreciably diminished, and the western areas share of it appreciably increased, since 1933. As to the position of the East the dollar volume data are inconclusive, but indications are that certain portions of this area like Boston and Philadelphia have made gains at the expense of other portions of the eastern area.

Using unit volume of production as a measure of the trend we find the following distribation by areas for 1933 and nine months in 1934:

| Year and Month | Per Cent of Total Unit Volume in Area Indicated | | | |
|---|---|---|---|---|
| | U. S. | New York City | East | West |
| 1933 | 100 | 27.4 | 23.7 | 48.9 |
| Jan.-Sept., (incl.) 1934 | 100 | 27.8 | 23.9 | 48.4 |
| Jan. 1934 | 100 | 26.1 | 18.6 | 55.3 |
| Feb. 1934 | 100 | 27.7 | 19.5 | 52.8 |
| March 1934 | 100 | 28.2 | 24.1 | 47.7 |
| April 1934 | 100 | 26.7 | 26.4 | 46.9 |
| May 1934 | 100 | 29.7 | 23.5 | 46.8 |
| June 1934 | 100 | 29.7 | 24.4 | 45.9 |
| July 1934 | 100 | 32.2 | 19.4 | 48.4 |
| August 1934 | 100 | 25.8 | 28.8 | 45.4 |
| Sept. 1934 | 100 | 32.8 | 28.9 | 48.3 |

These unit volume figures indicate, as between

1933 and the whole nine month period in 1934, not so much a loss of business by any area to any other as an almost complete maintenance in 1934 of the 1933 apportionment. (For details see Figure A).

Another indication of shift in business after the adoption of the Code is found in the following tabulation of man-hours worked in each area.

| Area | Number of Reporting Firms | Man-Hours Worked in July | Man-Hours Worked in September | per Cent Change July to September |
|---|---|---|---|---|
| United States | 87 | 105,812 | 109,583 | 3.6 |
| New York City | 26 | 16,024 | 14,760 | 7.9 |
| East | 14 | 28,930 | 29,596 | 2.3 |
| West | 47 | 60,858 | 65,225 | 7.2 |

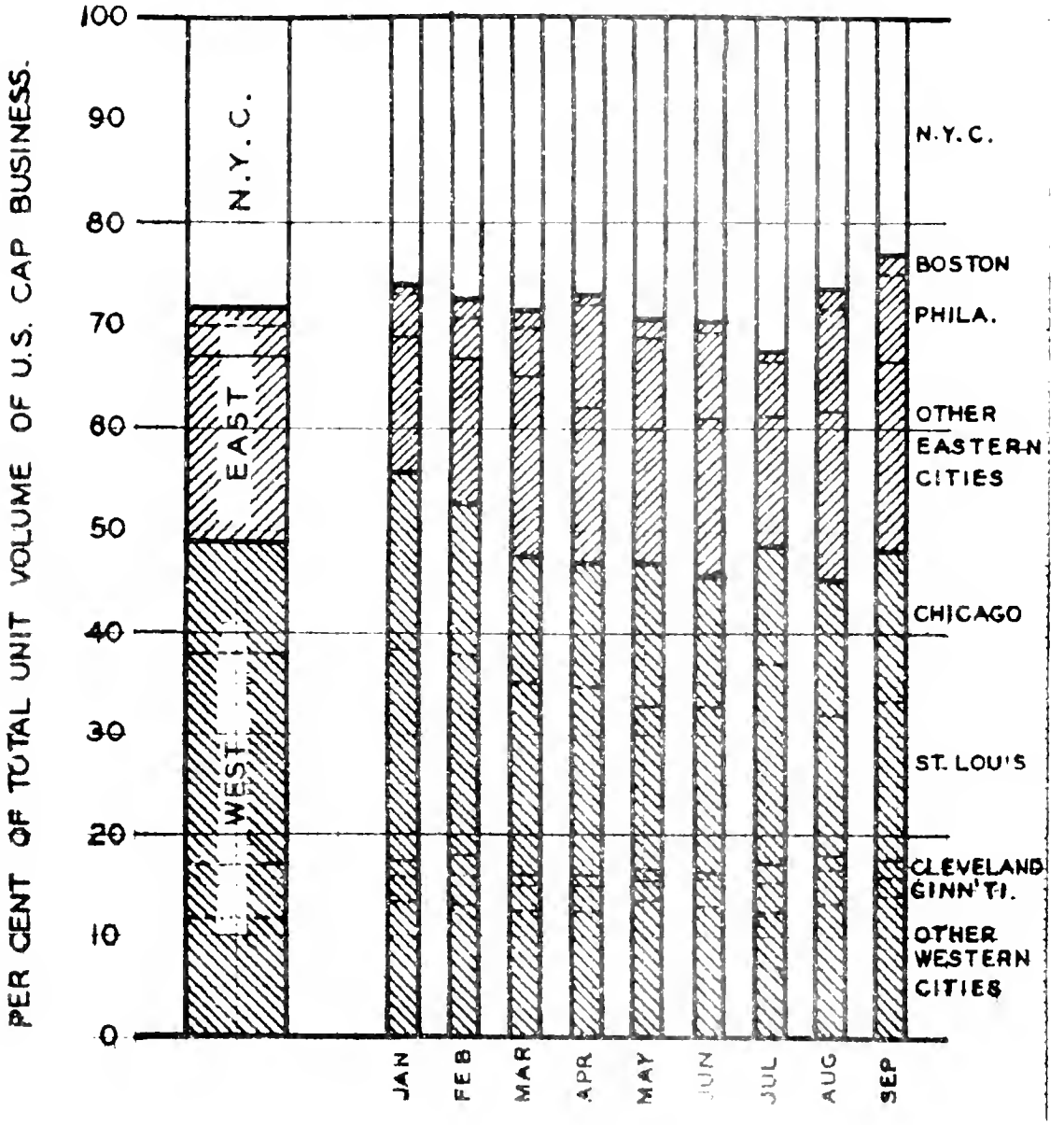
This table indicates that gains have been made in the West at the expense of the New York City manufacturers, the percentage loss in man-hours in New York City being almost the same as the gains in the West. (Further details are given in Table IV).

Distribution of Sales According to Areas in Which Products are Sold

The extent to which manufacturers located in one area sell in that area and other areas is shown in Table V-A, B. C. D. E. and F. Inasmuch as actual sales figures are not available a hypothetical distribution

# FIGURE A
# SPECIAL COMMISSION FOR THE CAP AND CLOTH HAT INDUSTRY

DISTRIBUTION AMONG THE MARKETS OF
TOTAL PHYSICAL VOLUME OF CAP BUSINESS




SOURCE: REPORTS TO SPECIAL COMMISSION AND REPORTS TO CODE AUTHORITY.

Special Commission For The Cap & Cloth Hat Industry

TABLE IV

Number & Per Cent of Change in Man-Hours Worked, in 120 Identical Firms in July & August, 1934, and 103 Identical Firms in August & September, 1934.

| | July | August | | August | September | Per Cent of Change | |
|---|---|---|---|---|---|---|---|
| Area | Number of Reporting Firms | Man-Hours | Man-Hours | Number of Reporting Firms | Man-Hours | Man-Hours | July to August | August to September |
| United States | 120 | 144,740 | 184,120 | 103 | 183,175 | 159,906 | + 27 | - 12.6 |
| New York City | 21 | 19,151 | 23,669 | 13 | 21,458 | 16,962 | + 24.0 | - 20.9 |
| East | 37 | 33,697 | 54,632 | 27 | 42,517 | 32,143 | + 41.0 | - 24.4 |
| West | 62 | 86,892 | 105,819 | 63 | 119,200 | 110,796 | + 22.0 | - 6.7 |

SOURCE: Payroll reports to the Code Authority and the Special Commission.

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of sales was obtained by multiplying actual production figures by the percentages which individual manufacturers estimated as the proportion of their sales made in each area.

These tables indicate the following facts:

1. Three-fourths of all caps produced are sold in the eastern and western areas, about two-thirds of the remaining production being sold in the southern and one-third in the far-western areas.

   The 174 firms reporting have an average monthly production of 178,800 dozen caps; approximately 58,000 dozen of these caps are sold in the East, about 74,000 dozen are sold in the Mid-West, 17,500 dozen in the Far-West, and about 30,000 dozen in the South. (Table V A).

2. The total sales in each area are distributed among New York City, eastern and western manufacturers as follows:

   a. Almost three-fourths of all the caps sold in the East are produced in New York City, the remainder being almost evenly divided between the eastern and western manufacturers. (Table V B)

## TABLE V - DISTRIBUTION OF SALES ACCORDING TO AREA

This table shows the extent to which manufacturers located in one area sell in other areas. In part A, are given the actual number of firms and a hypothetical monthly figure on sales obtained by multiplying each manufacturers production by the percentage of his sales made in each area. Thus 61 of the 64 reporting firms located in New York City sell monthly in the East 41,569 dozen of a total production of 87,116 dozen caps, 29 firms sell 23,622 dozen in the Mid-West, etc.

In part B, the percentages of the total caps sold in the East by firms located in New York City, the East and the West are shown; and similarly for the Mid-West, Far-West, and South.

In part C, the percent of the total caps produced in New York City which are sold in each of the areas is shown, and similarly the percent of total caps produced in the other areas which are sold in each area.

### A. Number of Firms and Amount of Sales

| Area in which Produced | Area in which sold: TOTAL | | EAST | | MID-WEST | | FAR-WEST | | SOUTH | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Number of firms | Number of dozen caps sold | Number of firms | Number of dozen caps sold | Number of firms | Number of dozen caps sold | Number of firms | Number of dozen caps sold | Number of firms | Number of dozen caps sold |
| New York City | 64 | 87,116 | 61 | 41,569 | 29 | 23,633 | 9 | 7,188 | 18 | 14,73[illegible] |
| East | 39 | 24,220 | 38 | 8,898 | 11 | 6,178 | 10 | 3,603 | 13 | 5,54[illegible] |
| West | 71 | 67,463 | 11 | 6,871 | 57 | 44,580 | 24 | 6,650 | 14 | 9,36[illegible] |
| Total | 174 | 178,799 | 110 | 57,338 | 97 | 74,380 | 43 | 17,441 | 45 | 29,64[illegible] |

### B. Percent of Total Sales In each Area Made by New York City, Eastern and Western Firms.

| | | | | | |
|---|---|---|---|---|---|
| New York City | 48.7% | 72.5% | 31.8% | 41.2% | 49.7% |
| East | 13.6 | 15.5 | 8.3 | 20.7 | 18.7 |
| West | 37.7 | 12.0 | 59.9 | 38.1 | 31.6 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

C. Percent of Total Production of New York City, Eastern and Western Firms, Sold in Each Area.

| Area in which Produced | Area in which Sold | | | | |
|---|---|---|---|---|---|
| | Number of dozen caps sold | Number of dozen caps sold | Number of dozen caps sold | Number of dozen caps sold | Number of dozen caps sold |
| New York City | 100% | 47.7% | 27.1% | 8.3% | 16.9% |
| East | 100 | 36.7 | 25.5 | 14.9 | 22.9 |
| West | 100 | 10.2 | 66.1 | 9.9 | 13.9 |
| Total | 100 | 32.1 | 41.6 | 9.8 | 16.6 |

Source: Questionnaire sent out by the Industry Reporting Unit, Research and Planning Division.

CAP AND CLOTH HAT MANUFACTURING INDUSTRY
TABLE V-D - DISTRIBUTION OF SALES OF CAPS PRODUCED IN NEW YORK CITY BY AREAS

This table shows where the manufacturers located in New York City sell their products. It is more detailed than Table V, since it shows the proportion of the total sales of individual New York City manufacturers made in the various areas.

| Percent of total Sales | Number of New York City Firms with Specified Percentages of their total Sales In: EAST | | MIDWEST | | FAR WEST | | SOUTH | |
|---|---|---|---|---|---|---|---|---|
| | Number of Firms | Number of dozens of Caps sold* | Number of Firms | Number of dozens of Caps sold* | Number of Firms | Number of dozens of Caps sold* | Number of Firms | Number of dozens of Caps sold* |
| 0 - 19% | 6 | 1,793 | 12 | 2,177 | 6 | 1,125 | 7 | 2,545 |
| 20 - 39% | 6 | 4,545 | 4 | 874 | 1 | 26 | 4 | 2,664 |
| 40 - 59% | 4 | 6,830 | 10 | 16,693 | 2 | 6,037 | 2 | 572 |
| 60 - 79% | 4 | 2,383 | 1 | 2,580 | - | -- | 4 | 8,646 |
| 80 - 99% | 8 | 5,123 | 2 | 1,298 | - | -- | 1 | 310 |
| 100% | 33 | 20,845 | - | -- | - | -- | - | -- |
| Total | 61 | 41,569 | 29 | 23,622 | 9 | 7,188 | 18 | 14,737 |

Number of Firms reporting in the New York City Area - 64
Dozen of Caps Produced in the New York City area - 87,116
*The number sold is a hypothetical figure based on the estimated percentage of the total production of individual manufacturers that was sold in each area, multiplied by the total produced by each individual manufacturer.

Source: Questionnaire sent out by the Industry Reporting Unit, Division of Research and Planning.

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Table V-E - DISTRIBUTION OF SALES OF CAPS PRODUCED IN THE EASTERN STATES BY AREAS

This Table shows where the manufacturers located in the East sell their products. It is more detailed than Table V since it shows the proportion of the total sales of individual Eastern manufacturers made in the various areas.

| Per cent of total sales | Number of Eastern Firms with Specified Percentages of Their Total Sales in: | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | EAST | | MIDWEST | | FAR WEST | | SOUTH | |
| | Number of firms | Number of dozens of caps sold* | Number of firms | Number of dozens of caps sold* | Number of firms | Number of dozens of caps sold* | Number of firms | Number of dozens of caps sold* |
| 0 - 19% | 4 | 1,233 | 2 | 260 | 6 | 440 | 4 | 500 |
| 20 - 39% | 3 | 805 | 6 | 4,235 | 4 | 3,163 | 5 | 3,133 |
| 40 - 59% | 4 | 2,202 | 2 | 221 | - | - | 2 | 1,575 |
| 60 - 79% | 2 | 109 | - | - | - | - | - | - |
| 80 - 99% | - | - | 1 | 1,462 | - | - | 1 | 173 |
| 100% | 25 | 4,049 | - | - | - | - | 1 | 160 |
| Total | 38 | 8,398 | 11 | 6,178 | 10 | 3,603 | 13 | 5,541 |

Number of Firms reporting in the Eastern Areas - 39
Total dozens produced by firms in the Eastern Area - 24,220

*The number sold is a hypothetical figure based on the estimated percentage of the total production of individual manufacturers that was sold in each area, multiplied by the total produced by each individual manufacturer.

Source: Questionnaire sent out by the Industry Reporting Unit, Division of Research and Planning.

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CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE V -F- DISTRIBUTION OF SALES OF CAPS PRODUCED IN THE WESTERN STATES BY AREAS

This table shows where the manufacturers located in the West sell their products. It is more detailed than table V, since it shows the proportion of the total sales of individual Western manufacturers made in the various areas.

| Percent of Total Sales | Number of Western Firms with Specified Percentages of their total Sales In: | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | EAST | | MIDWEST | | FAR WEST | | SOUTH | |
| | Number of Firms | Number of dozens of caps sold* | Number of Firms | Number of dozens of caps sold* | Number of Firms | Number of dozens of caps sold* | Number of Firms | Number of dozens of caps sold* |
| 0 - 19% | 3 | 605 | 2 | 194 | 8 | 2,153 | 5 | 1,108 |
| 20 - 39% | 1 | 3,759 | 4 | 1,737 | 1 | 393 | 5 | 5,378 |
| 40 - 59% | 1 | 1,903 | 4 | 8,549 | 1 | 740 | - | --- |
| 60 - 79% | - | --- | 1 | 259 | - | - | 3 | 2,426 |
| 80 - 99% | 1 | 1,604 | 6 | 14,955 | 1 | 147 | - | --- |
| 100% | - | --- | 40 | 18,836 | 13 | 3,217 | 1 | 450 |
| Total | 11 | 6,871 | 57 | 44,530 | 24 | 6,650 | 14 | 9,362 |

Number of Firms reporting in the Western Area - 71

Total dozens of caps produced by firms in the Western Area - 67,463

*The number sold is a hypothetical figure based on the estimated percentage of the total production of individual manufacturers that was sold in each area, multiplied by the total produced by each individual manufacturer.

Source: Questionnaire sent out by the Industry Reporting Unit, Research and Planning Division.

b. Sixty per cent of all caps sold in the Mid-West are produced by western manufacturers, about half as much by New York City manufacturers, and less than 10 per cent by eastern manufacturers. (Table V B).

c. Of all the caps sold in the Far-West, New York City and western manufacturers produced about the same amounts (40 per cent) and eastern manufacturers approximately half as much. (Table V B).

d. Of all the caps sold in the South approximately one-half were manufactured by New York City firms, about a third by western manufacturers, and the remainder (19.9 per cent) by eastern manufacturers. (Table V B).

3. New York City, eastern and western firms each dispose of their total production in the various areas as follows:

a. New York City firms sell almost half of their caps in the eastern area, about one-fourth in the Mid-West, and the remaining fourth in the South and Far-West. (Table V C).



About half of the New York City firms

reporting sold all of their product in the East. Those remaining New York City firms selling in the Mid-West, Far-West and South sold individually a comparatively small proportion of their sales in these areas. (Table V D).

b. Eastern firms sell a little over one-third of their production in the East, one-fourth in the Mid-West and one-fourth in the South, and the remainder in the Far-West. (Table V C). About two-thirds of the reporting eastern firms sold all of their product in the East. Those remaining eastern firms selling in the other areas sold individually a relatively small proportion of their total sales in these areas. (Table V E).

c. Western firms sell two-thirds of their production in the Mid-West, and the remainder about equally in the East, Far-West and South. (Table V C). Three-fourths of the reporting western firms sold all of their products in the

Mid-West or Far-West. Those remaining western firms selling in the East and South sold individually a relatively small proportion of their total sales in those areas. (Table V E).

Distribution by Type of Outlet

The outlets through which the firms in each area distribute their production are shown in Table VI.

The outstanding facts revealed are:

1. Jobbers serve as the principal outlet for New York City manufacturers.

   Of the total of 71 reporting firms in this area 56 sold some of their products through this channel as compared with 19 of the 49 eastern manufacturers and 29 of the 83 western manufacturers using this outlet. Moreover, 40 of the 71 New York City firms sell all of their production through jobbers, as compared with only 5 of the 49 eastern and 7 of the 83 western manufacturers using this outlet for all of their product. This is still further emphasized by the fact that 43 of the 71 New York City firms sell more than 80 per cent of their production through jobbers contrasted with 7 of the 49 eastern

CAP AND CLOTH HAT MANUFACTURING INDUSTRY
TABLE VI - DISTRIBUTION OF FIRMS ACCORDING TO PERCENT OF SALES THROUGH VARIOUS OUTLETS

This table shows how the firms in each area distribute their production, and the proportion of their total sales sold through each outlet.

Number of Firms with specified percent of total sales through the following outlets:

| Percent of Total Sales | NEW YORK CITY | | | | EAST | | | | WEST | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Department & Chain Stores | Retail Stores | Jobbers | Consumers | Department & Chain Stores | Retail Stores | Jobbers | Consumers | Department & Chain Stores | Retail Stores | Jobbers | Consumers |
| 0 - 19% | 8 | 5 | 3 | | 7 | 6 | 5 | | 17 | 6 | 6 | |
| 20 - 39% | 3 | 3 | 3 | | 7 | | 3 | 1 | 7 | 4 | 5 | |
| 40 - 59% | 1 | 1 | 1 | | 3 | 4 | 1 | 1 | 3 | 5 | 5 | |
| 60 - 79% | 5 | | 1 | 1 | 2 | 3 | 3 | | 4 | 5 | 3 | 1 |
| 80 - 99% | 3 | 1 | 8 | | 1 | 9 | 2 | 2 | 1 | 18 | 3 | 1 |
| 100% | 4 | 6 | 40 | | 0 | 15 | 5 | 2 | 2 | 27 | 7 | 4 |
| Totals | 24 | 16 | 56 | 1 | 20 | 37 | 19 | 6 | 34 | 65 | 29 | 6 |
| Total number reporting | 71 | | | | 49 | | | | 83 | | | |

Source: Questionnaire sent out by the Industry Reporting Unit, Research and Planning Division.

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and 10 of the 83 western manufacturers selling this amount through this outlet.

2. Retail stores serve as the most important outlet for manufacturers in the eastern and western areas.

Whereas only 16 of the 71 New York City firms make some of their sales to retail stores, 37 of the 49 eastern and 65 of the 83 western firms use this outlet for at least some of their sales. Moreover, 15 of the 49 eastern firms and 27 of the 83 western firms sell 100 per cent of their production through retail stores as compared with only 6 of the 71 New York City firms. This is even more clearly brought out by a comparison of the number of firms in each area selling more than 80 per cent of their production through retail stores: 24 of the 49 eastern, and 45 of the 83 western firms fall in this group as compared with only 7 of the 71 New York City firms.

3. Department, Chain and Mail Order Houses serve as a more important outlet for New York City than they do in the other

areas but even here they are relatively less important.

This is shown by the fact that 12 of the 71 New York City firms as compared with 3 of the 49 eastern and 7 of the 83 western firms make more than 60 per cent of their total sales through these outlets.

Production of Various Types of Caps

The average monthly production of the various types of caps and the extent to which each type of cap is produced in each area is shown in Tables VII A, B and C.

The following facts are brought out by the tables:

1. Of the total production of all types of caps the western manufacturers produced almost 45 per cent, the New York City manufacturers 41 per cent and the eastern manufacturers 14 per cent. (164 firms reporting an average total production of 152,428 dozen monthly--Table VII--A and B).
2. The most important types of caps in order of dozens produced are: (Table VII C).
    a. Specialties such as hunting, helmets, shop caps etc.--27 per cent of the

CAP AND CLOTH HAT MANUFACTURING INDUSTRY
Table VII - PRODUCTION OF VARIOUS CAPS-BY AREAS

This Table gives some indication of the extent which the various types of caps are produced in each area.

A. Number of Firms and Dozens of Caps Produced

| Type of Cap | Average number of dozens of caps produced per month in: - New York City | | East | | West | | TOTAL | |
|---|---|---|---|---|---|---|---|---|
| | Number of firms reporting | Dozens caps produced | Number of firms reporting | Dozens caps produced | Number of firms reporting | Dozens caps produced | Number of firms reporting | Dozens caps produced |
| Golf Caps | | | | | | | | |
| $ .25 | 9 | 8953 | 14 | 6645 | 28 | 6974 | 51 | 22572 |
| .39 | 20 | 10476 | 8 | 1151 | 17 | 5374 | 45 | 17001 |
| .50 | 7 | 2363 | 7 | 521 | 8 | 6123 | 22 | 9507 |
| .59 | 1 | 435 | 4 | 284 | 5 | 3328 | 10 | 4097 |
| .69 | 19 | 8740 | 13 | 2563 | 42 | 13265 | 79 | 24568 |
| .79 | | | 2 | 77 | 6 | 864 | 8 | 941 |
| 1.00 | 21 | 12137 | 29 | 2680 | 51 | 14575 | 101 | 29392 |
| 1.50 | 3 | 1138 | 7 | 307 | 24 | 1597 | 34 | 3042 |
| *Others | 13 | 17631 | 14 | 7788 | 27 | 15889 | 54 | 41308 |
| TOTAL | 51 | 62423 | 40 | 22016 | 73 | 67989 | 164 | 152428 |

* Includes Hunting, Uniform, Shop, Railroad and Novelty Caps.

Table VII (Cont'd)

B. Percent of Total Caps of Each Type which are Produced in Each Area

| Type of Cap | Percent of Total Caps of Each Type Produced which are Produced In: New York City | East | West | Total |
|---|---|---|---|---|
| Golf Caps | | | | |
| $ .25 | 39.7% | 29.4% | 30.9% | 100.0% |
| .39 | 61.6 | 6.8 | 31.6 | 100.0% |
| .59 | | | | |
| .69 | 35.6 | 10.4 | 54.0 | 100.0 |
| .79 | | 8.2 | 91.8 | 100.0 |
| 1.00 | 41.3 | 9.1 | 49.6 | 100.0 |
| 1.50 | 37.4 | 10.1 | 52.5 | 100.0 |
| Others | 42.7 | 18.9 | 38.5 | 100.0 |
| TOTAL | 41.0 | 14.4 | 44.6 | 100.0 |

C. Percent of Total Caps Produced in Each Area which are of Each Type

| Type of Cap | Percent of Total Caps Produced in Each Area which are of Each Type: New York City | East | West | Total |
|---|---|---|---|---|
| Golf Caps | | | | |
| $ .25 | 14.5% | 30.1% | 10.3% | 14.8% |
| .39 | 16.8 | 5.2 | 7.9 | 11.1 |
| .50 | 4.7 | 2.4 | 9.0 | 6.2 |
| .59 | 0.8 | 1.3 | 4.9 | 2.7 |
| .69 | 14.0 | 11.6 | 19.5 | 16.1 |
| .79 | | 0.4 | 1.3 | 0. |
| 1.00 | 19.0 | 12.2 | 21.4 | 19. |
| 1.50 | 1.8 | 1.4 | 2.3 | 2.0 |
| Others | 28.4 | 35.4 | 23.4 | 27.0 |
| TOTAL | 100.0 | 100.0 | 100.0 | |

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning, National Recovery Administration. Supplementary Questionnaires sent out by Special Commission, and Production Reports made to the Code Authority.

total production.

b. $1 golf cap - 19.3 per cent of the total production.

c. 69 cent golf cap - 16.1 per cent of the total production.

d. 25 cent golf cap - 14.8 per cent of the total production.

e. 39 cent golf cap - 11.1 per cent of the total production.

3. The most important golf caps in respect to the total dozens produced in each area are: (Table VII C)

a. New York City - Specialties; over one-fourth of all caps produced here. Golf caps priced at $1, and at 39 cents are next in importance, comprising 19 and 17 per cent respectively of the total production of this area.

b. East - About one-third of all the caps produced in this area are specialties and almost one-third are 25 cent golf caps.

c. West - The most important caps produced in this area are specialties, $1 golf caps and 69 cent golf caps, each comprising about 20 per cent of the total production in this area.

Total Cost (Excluding Overhead)

The average total cost of manufacture for a dozen caps (excluding overhead) is shown in Table VIII.

It will be noted the cost for western manufacturers is in every case lower than New York City; it is about 13 per cent lower in the case of 25 cent and 59 cent golf caps and about 7 per cent lower for the 39 cent and $1 caps.

In the East the total cost is 17 per cent lower for the 25 cent golf cap than in New York City, and 3.5 per cent lower for the $1 golf cap; it is 3 per cent higher, however, in the case of the 69 cent cap. It should also be pointed out that for the 25 cent cap the difference in cost is the greatest both in the East and in the West. As brought out later the differences in total cost are more largely accounted for by the differences in the total direct labor costs than by differences in material costs - this in spite of the fact that material costs comprise more than twice as large a part of the total costs (excluding overhead).

Material Costs

The average total material cost per dozen caps for firms in the various areas is shown in Table VIII.

It is seen that the average material cost in the West is for every important grade of golf cap 3 to

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE VIII - SUMMARY OF AVERAGE TOTAL DIRECT LABOR COSTS, MATERIAL COSTS, AND PRICES PER DOZEN FOR VARIOUS PRICE GOLF CAPS - BY GEOGRAPHICAL AREAS

This table gives an analysis of the cost elements except overhead, in the manufacture of a dozen caps, the average selling price and the percent markup above cost in each area. For individual plant figures see Tables VIII - A, B, C, D, and E in the supplement.

(Based on Returns for Week Ending August 11, 1934)

| Retail Price and Area | Number of Firms Reporting | Average Total Direct Labor Cost Per Dozen | Average Total Material Cost Per Dozen | Average Total Cost Per Dozen 1/ | Average Wholesale Selling Price Per Dozen | Average Per Cent Markup (above cost) |
|---|---|---|---|---|---|---|
| 25¢ Golf Cap | | | | | | |
| New York City | 9 | .88 | 1.01 | 1.89 | 1.83 | - 3.0 |
| East | 5 | .61 | .96 | 1.57 | 1.73 | 9.6 |
| West | 17 | .67 | .97 | 1.64 | 1.98 | 20.6 |
| 39¢ Golf Cap | | | | | | |
| New York City | 18 | 1.22 | 1.40 | 2.62 | 2.91 | 11.3 |
| West | 8 | 1.09 | 1.35 | 2.44 | 2.99 | 22.3 |
| 59¢ Golf Cap | | | | | | |
| New York City | 12 | 1.25 | 1.92 | 3.17 | 3.78 | 19.2 |
| West | 5 | 1.04 | 1.73 | 2.77 | 4.18 | 51.1 |
| 69¢ Golf Cap | | | | | | |
| New York City | 13 | 1.48 | 2.38 | 3.86 | 4.57 | 13.5 |
| East | 9 | 1.36 | 2.74 | 4.10 | 4.95 | 20.7 |
| West | 27 | 1.43 | 2.30 | 3.73 | 4.63 | 24.1 |
| $1.00 Golf Cap | | | | | | |
| New York City | 13 | 1.85 | 3.98 | 5.83 | 6.83 | 17.2 |
| East | 13 | 1.77 | 3.85 | 5.62 | 7.55 | 16.5 |
| West | 25 | 1.64 | 3.71 | 5.35 | 7.45 | 39.3 |

1/ Excluding overhead.

Source: Questionnaires sent out by the Industry Reporting Unit, Division of R. & P.

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4 per cent lower than in New York City with the exception of the 59 cent golf cap where it is 10 per cent lower.

In the East the average material cost is 3 to 4 per cent lower than in New York City for the 25 cent and the $1 cap but 15 per cent higher for the 69 cent cap.

Direct Labor Costs

The average total direct labor cost for the firms in each area is shown in Table IX.

In the West it is 5 to 10 per cent lower than New York City for the 39 cent, 59 cent and 69 cent golf cap; for the 25 cent and $1 cap it is 25 per cent and 32 per cent lower respectively.

In the East the average total direct labor cost is 4 per cent lower than New York City for the $1 golf cap, 11 per cent lower for the 69 cent cap and 32 per cent lower for the 25 cent cap.

It should be pointed out that the difference in labor costs are greatest for both the East and the West in the case of the 25 cent golf cap.

Labor Costs for Individual Operations

The average labor costs for the firms in each area for individual operations are shown in Table X.

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TABLE IX - AVERAGE TOTAL DIRECT LABOR COSTS AND PRODUCTIVITY OF LABOR FOR VARIOUS PRICE GOLF CAPS, BY GEOGRAPHICAL AREAS

This table is designed to show the relative labor cost and the productivity of the workers in each area as represented in the average of the plants in each area reporting data. For individual plant figures see Table IX-A in the supplement; the averages for each operation are shown in Table X.

(Week Ending August 11, 1934)

| Retail Price and Area | Average Total Direct Labor Cost: Number of Firms Reporting | Average Total Direct Labor Cost: Amount per Dozen Caps | Average Efficiency: Number of Firms Reporting | Average Efficiency: Number of Dozen Caps per Employee per 40 Hour Week | Relative Costs And Efficiencies: Average Total Direct Labor Cost Base: NYC = 100 | Relative Costs And Efficiencies: Average Efficiency Base: NYC = 100 |
|---|---|---|---|---|---|---|
| 25¢ Golf Cap | | | | | | |
| New York City | 11 | $.90 | 9 | 31.5 | 100 | 100 |
| East | 5 | .61 | 5 | 26.4 | 68 | 84 |
| West | 13 | .67 | 13 | 27.3 | 75 | 87 |
| 39¢ Golf Cap | | | | | | |
| New York City | 21 | 1.23 | 20 | 25.2 | 100 | 100 |
| West | 9 | 1.11 | 8 | 15.7 | 90 | 62 |
| 59¢ Golf Cap | | | | | | |
| New York City | 13 | 1.25 | 12 | 22.3 | 100 | 100 |
| West | 7 | 1.10 | 7 | 17.8 | 96 | 78 |
| 69¢ Golf Cap | | | | | | |
| New York City | 18 | 1.47 | 18 | 21.4 | 100 | 100 |
| East | 11 | 1.31 | 7 | 17.8 | 89 | 83 |
| West | 29 | 1.41 | 27 | 14.2 | 96 | 66 |

Table IX (Continued)

(Week Ending August 11, 1934)

| Retail Price and Area | Average Total Direct Labor Cost: Number of Firms Reporting | Average Total Direct Labor Cost: Amount per Dozen Caps | Average Efficiency: Number of Firms Reporting | Average Efficiency: Number of Dozen Caps per Employee per 40 Hour Week | Relative Costs and Efficiencies: Average Total Direct Labor Cost Base: NYC = 100 | Relative Costs and Efficiencies: Average Efficiency Base: NYC = 1 |
|---|---|---|---|---|---|---|
| 100¢ Golf Cap | | | | | | |
| New York City | 16 | 1.85 | 14 | 13.0 | 100 | 100 |
| East | 13 | 1.77 | 7 | 14.9 | 96 | 78 |
| West | 29 | 1.62 | 29 | 12.6 | 88 | 66 |

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning, National Recovery Administration.

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TABLE X - SUMMARY OF AVERAGE LABOR COSTS AND EFFICIENCIES FOR MAJOR OPERATIONS FOR VARIOUS PRICE GOLF CAPS BY GEOGRAPHICAL AREA

(See Footnote)

| RETAIL PRICE AND AREA | Cutting | | | | Operating | | | | Lining Making | | | | Blocking | | | | Packing | | | | Other | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Average Direct Labor Cost | | Average Efficiency | | Average Direct Labor Cost | | Average Efficiency | | Average Direct Labor Cost | | Average Efficiency | | Average Direct Labor Cost | | Average Efficiency | | Average Direct Labor Cost | | Average Efficiency | | Average Direct Labor Cost | | Average Efficiency | |
| | Num. of firms Reporting | Amount per doz Caps | Num. of firms Reporting | Num. of doz. caps per Emp. per 40 hr. Wk | Num. of firms Reporting | Amount per doz Caps | Num. of firms Reporting | Num. of doz. caps per Emp. per 40 hr Wk | Num. of firms Reporting | Amount per doz Caps | Num. of firms Reporting | Num of doz. caps per Emp. per 40 hr Wk. | Num. of firms Reporting | Amount per doz Caps | Num. of firms Reporting | Num. of doz. caps per Emp. per 40 hr Wk. | Num. of firms Reporting | Amount per doz Caps | Num. of firms Reporting | Num. of doz. caps per Emp. per 40 hr. Wk. | Num. of firms Reporting | Amount per doz. Caps | Num. of firms Reporting | Num. of doz. caps per Emp. 40 hr. Wk |
| 25¢ GOLF CAP | | | | | | | | | | | | | | | | | | | | | | | | |
| New York City | 11 | .12 | 9 | 313 | 9 | .54 | 8 | 70 | 5 | .08 | 5 | 288 | 11 | .10 | 8 | 343 | 10 | .07 | 6 | 300 | 2 | .19 | - | - |
| East | 5 | .07 | 3 | 463 | 4 | .32 | 2 | 52 | 2 | .05 | 1 | 360 | 5 | .07 | 3 | 280 | 3 | .05 | 1 | 360 | 4 | .04 | 2 | 375 |
| West | 15 | .11 | 12 | 240 | 14 | .37 | 11 | 48 | 4 | .05 | 2 | 350 | 16 | .09 | 12 | 244 | 13 | .07 | 10 | 281 | 8 | .10 | 6 | 209 |
| 39¢ GOLF CAP | | | | | | | | | | | | | | | | | | | | | | | | |
| New York City | 20 | .19 | 12 | 194 | 16 | .72 | 13 | 41 | 18 | .09 | 15 | 239 | 20 | .13 | 15 | 250 | 20 | .09 | 15 | 263 | - | - | - | - |
| East | 2 | .08 | 2 | 445 | 1 | .38 | 1 | 39 | 1 | .06 | 1 | 240 | 2 | .09 | 2 | 270 | - | - | - | - | 2 | .10 | 2 | 237 |
| West | 7 | .21 | 8 | 101 | 9 | .52 | 8 | 32 | 9 | .08 | 8 | 194 | 8 | .11 | 7 | 206 | 8 | .07 | 7 | 250 | 7 | .11 | 6 | 180 |
| 59¢ GOLF CAP | | | | | | | | | | | | | | | | | | | | | | | | |
| New York City | 11 | .19 | 9 | 177 | 9 | .78 | 8 | 42 | 10 | .10 | 8 | 231 | 12 | .13 | 11 | 231 | 11 | .08 | 10 | 271 | 1 | .18 | - | - |
| East | 2 | .25 | - | - | 2 | .50 | - | - | 2 | .10 | - | - | 1 | .15 | - | - | 1 | .07 | - | - | 1 | .10 | - | - |
| West | 1 | .19 | 1 | 113 | 7 | .58 | 6 | 35 | 7 | .08 | 6 | 238 | 6 | .14 | 5 | 198 | 4 | .07 | 4 | 240 | 4 | .10 | 3 | 194 |
| 69¢ GOLF CAP | | | | | | | | | | | | | | | | | | | | | | | | |
| New York City | 19 | .22 | 13 | 154 | 15 | .93 | 13 | 37 | 17 | .11 | 14 | 217 | 18 | .15 | 14 | 208 | 18 | .10 | 13 | 232 | 1 | .15 | 1 | 240 |
| East | 9 | .22 | 8 | 125 | 3 | .66 | 2 | 46 | 5 | .09 | 3 | 357 | 9 | .17 | 6 | 194 | 7 | .10 | 4 | 230 | 4 | .12 | 1 | 325 |
| West | 23 | .26 | 18 | 102 | 25 | .70 | 23 | 29 | 24 | .10 | 22 | 193 | 25 | .16 | 22 | 160 | 22 | .10 | 19 | 195 | 14 | .17 | 12 | 115 |
| $1.00 GOLF CAP | | | | | | | | | | | | | | | | | | | | | | | | |
| New York City | 15 | .26 | 13 | 130 | 13 | 1.13 | 11 | 32 | 13 | .15 | 13 | 172 | 15 | .18 | 13 | 195 | 15 | .12 | 13 | 227 | 2 | .20 | 2 | 195 |
| East | 13 | .28 | 6 | 104 | 6 | .98 | 2 | 23 | 7 | .12 | 1 | 350 | 13 | .21 | 3 | 152 | 11 | .11 | 4 | 149 | 6 | .17 | 1 | 100 |
| West | 17 | .30 | 16 | 94 | 22 | .77 | 20 | 26 | 22 | .12 | 21 | 164 | 23 | 19 | 21 | 149 | 19 | .10 | 17 | 182 | 14 | .15 | 10 | 115 |

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning, National Recovery Administration

This table shows average labor costs and productivity of labor for each of the major operations involved in making caps. It presents in greater deal the information shown in Table IV. The sum of the average labor costs of each operation given in this table will not equal the total average direct labor cost in Table Iv, since the number of firms reporting data on individual operations varies for each operation. Several firms reported total labor cost only while others reported costs for various combinations of operations. The size of the sample which is indicated in each case is very often small and may not be representative. For individual plant figures see supplementary Tables V-A, B, C, D, and E.

The outstanding fact brought out by this table is that a few operations are responsible for the major part of the differences in total direct labor costs pointed out above.

There are practically no differences in labor costs in every grade of golf cap for the operations of blocking and packing. In the cases of lining making and incidental operations such as button making, etc., classed under Others, costs are slightly lower in the East and West than in New York City.

Cutting costs vary considerably due to the use of a wide variety of cutting machines and are not consistently higher or lower in any one area.

The differences in total labor costs are almost completely accounted for by the differences in operations comprised under the term "Operating." In the West operating costs are consistently about 26 percent lower than New York City for every grade of golf cap. In the East operating costs are 40 to 50 percent lower than in New York City for the 25 cent and 39 cent golf caps and about 30 percent lower for the 59 cent and 69 cent caps and 13 percent lower for the $1 cap.

Mark-Up

Table VIII shows the average percent gross

mark-up for each type of golf cap in each area.

It is seen that the average per cent gross mark-up in the West for every important grade of golf cap is over twice as much as in New York City, except for the 69 cent golf cap where it is 25 per cent higher.

The mark-up in the East is approximately the same as in New York City with the exception of the 25 cent cap.

Attention is called to the fact that for the 25 cent cap an average of all the mark-ups of reporting firms in New York City gives an average mark-up 3 per cent below total costs not counting overhead. In this city 4 of the 9 reporting firms were selling this cap at a loss. This compares with an average mark-up of 9.6 per cent for this cap in the East and 20.6 per cent mark up in the West.

Selling and Freight Costs

The relative magnitude of selling expenses and freight charges in the three areas are indicated in Table XI. From this table the following conclusions may be drawn:

1. Selling costs comprise slightly smaller per cent of the total overhead in New York City than in the eastern or western areas. The

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Table XI - PROPORTION OF TOTAL OVERHEAD OF FREIGHT AND SELLING COSTS, 1934

This Table shows the relative proporation of the total overhead consumed by selling and freight expenses in each area.

| Per cent of overhead | Number of Firms with specified per cent of total overhead: NEW YORK CITY | | EAST | | WEST | |
|---|---|---|---|---|---|---|
| | Selling cost | Freight | Selling cost | Freight | Selling cost | Freight |
| 0 - 9.9 | 3 | 21 | 2 | 18 | 2 | 39 |
| 10 - 19.9 | 2 | 2 | 2 | 12 | 12 | 13 |
| 20 - 39.9 | 4 | - | 8 | 1 | 19 | 9 |
| 40 - 49.9 | 3 | - | 6 | 2 | 11 | - |
| 50 and over | 6 | - | 6 | - | 11 | 2 |
| Total | 18 | 23 | 24 | 33 | 55 | 63 |
| Average per cent of overhead | 29.4% | 6.3% | 33.8% | 9.3% | 37.0% | 7.2% |

Source: Questionnaire sent out by the Industry Reporting Unit, Division of Research and Planning.

average per cent of the total overhead consumed by selling expense is 29.4 per cent in New York City, 33.8 per cent in the eastern area and 37 per cent in the western area. Selling expenses constitute from 10 to 50 per cent of the total overhead for 9 of the 18 New York City firms, 16 of the 24 eastern firms and 42 of the 65 western firms reporting.

2. Freight costs comprise a slightly smaller per cent of the total overhead in New York City than in the eastern or western areas. The average per cent of the total overhead which freight costs comprise is 6.3 per cent for New York City firms, 9.3 per cent for eastern firms and 7.2 per cent for western firms.

Sex of Employees and Sectionalization of Shops

Table XII indicates the relative proportion of male and female workers employed in the various sections of the country. This table shows that about one-fourth of the workers in New York City, half of those in the East, and 60 per cent of those in the West are women.

Closely related to the large number of female employees in the Industry, especially in the West, is

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TABLE XII--Number of Male and Female Employees during the week of August 11, 1934

This table indicates the relative employment of male and female workers in New York City, the Eastern area, and the Western area.

| Area | Number of firms reporting | Number of Employees | | | Percentage of Total Number in Each Area | |
|---|---|---|---|---|---|---|
| | | Total | Male | Female | Male | Female |
| New York City | 70 | 973 | 730 | 243 | 75.0% | 25.0% |
| East | 50 | 477 | 233 | 244 | 48.9 | 51.1 |
| West | 81 | 1125 | 458 | 667 | 40.7 | 59.3 |
| Total | 201 | 2575 | 1421 | 1154 | 55.2% | 44.8% |

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning

the spread of the so-called "section work" shops.

Both in New York City and in the West about 43 per cent of the reporting firms and 57 per cent of the eastern firms followed section work methods. In New York City 43 per cent, in the East 62 per cent and in the West 66 per cent of the employees are working in section shops.

Wage Rates, Earnings and Employment

Hourly wage rates are highly important in this Industry for two reasons:

1. It is in terms of hourly rates rather than in terms of weekly or monthly rates that the minimum standards of wages prescribed by the Code are set.
2. Assuming that the efficiency of labor remains the same, hourly wage rates reflect direct labor costs. Tables XIII A and B show the number and percentage of employees receiving designated amounts per hour for the weeks ending July 14 and August 11, 1934. Thus in July, 87 per cent of all of the workers in the reporting firms in New York City, 48 per cent of those in the East and 30 per cent of those in the West, earned 55 cents per hour or more. In August, the corresponding

Special Commission for the Cap and Cloth Hat Industry

TABLE XIII-A

FREQUENCY DISTRIBUTION OF HOURLY EARNINGS OF EMPLOYEES FOR WEEK ENDING JULY 13, 1934

| Hourly Earnings | ALL CRAFTS COMBINED | | | | | | | | | BLOCKERS | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | New York City | | | East | | | West | | | New York City | | | East | | | West | | |
| | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total |
| Below $0.25 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 3 | 0.4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| $0.25 - 0.299 | 0 | 0 | 0 | 2 | 2 | 0.5 | 3 | 6 | 0.8 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1.2 |
| .30 - .349 | 3 | 3 | 1.2 | 25 | 27 | 6.8 | 12 | 18 | 2.4 | 1 | 1 | 3.6 | 1 | 1 | 2.4 | 0 | 1 | 1.2 |
| .35 - .399 | 2 | 5 | 2.0 | 79 | 106 | 27.6 | 225 | 243 | 32.9 | 0 | 1 | 3.6 | 9 | 10 | 23.8 | 23 | 24 | 29.6 |
| .40 - .449 | 8 | 13 | 5.1 | 43 | 149 | 37.4 | 139 | 382 | 51.7 | 0 | 1 | 3.6 | 2 | 12 | 28.6 | 12 | 36 | 44.4 |
| .45 - .499 | 11 | 24 | 9.4 | 20 | 169 | 42.4 | 74 | 456 | 61.7 | 1 | 2 | 7.1 | 2 | 14 | 33.3 | 7 | 43 | 53.1 |
| .50 - .549 | 9 | 33 | 12.9 | 38 | 207 | 52.1 | 59 | 515 | 69.7 | 0 | 2 | 7.1 | 2 | 16 | 38.1 | 7 | 50 | 61.7 |
| .55 - .599 | 47 | 80 | 31.2 | 43 | 250 | 62.8 | 61 | 576 | 77.9 | 7 | 9 | 32.2 | 12 | 28 | 66.2 | 8 | 58 | 71.6 |
| .60 - .649 | 22 | 102 | 39.9 | 31 | 281 | 70.6 | 37 | 613 | 83.0 | 2 | 11 | 39.3 | 4 | 32 | 76.2 | 8 | 66 | 81.5 |
| .65 - .699 | 14 | 116 | 45.3 | 16 | 297 | 74.7 | 26 | 639 | 86.5 | 3 | 14 | 50.0 | 3 | 35 | 83.3 | 6 | 72 | 88.9 |
| .70 - .749 | 18 | 134 | 52.3 | 16 | 313 | 78.6 | 14 | 653 | 88.4 | 1 | 15 | 53.6 | 2 | 37 | 88.1 | 3 | 75 | 92.6 |
| .75 - .799 | 23 | 157 | 61.3 | 11 | 324 | 81.4 | 14 | 667 | 90.3 | 0 | 15 | 53.6 | 0 | 37 | 88.1 | 2 | 77 | 95.1 |
| .80 - .849 | 11 | 168 | 65.7 | 6 | 330 | 82.9 | 8 | 675 | 91.3 | 2 | 17 | 60.7 | 2 | 39 | 92.9 | 0 | 77 | 95.1 |
| .85 - .899 | 12 | 180 | 70.3 | 17 | 347 | 87.2 | 26 | 701 | 94.9 | 1 | 18 | 64.3 | 0 | 39 | 92.9 | 1 | 78 | 96.3 |
| .90 - .949 | 16 | 196 | 73.7 | 5 | 352 | 88.3 | 11 | 712 | 96.4 | 2 | 20 | 71.4 | 1 | 40 | 95.3 | 0 | 78 | 96.3 |
| .95 - .999 | 7 | 203 | 76.3 | 8 | 360 | 90.4 | 11 | 723 | 97.9 | 2 | 22 | 78.6 | 0 | 40 | 95.3 | 0 | 78 | 96.3 |
| 1.00 - over | 53 | 256 | 100.0 | 38 | 398 | 100.0 | 16 | 739 | 100.0 | 6 | 28 | 100.0 | 2 | 42 | 100.0 | 3 | 81 | 100.0 |
| Totals | 256 | | | 398 | | | 739 | | | 28 | | | 42 | | | 81 | | |
| Average Hourly Earnings - Total | $0.775 | | | $0.595 | | | $0.515 | | | $0.789 | | | $0.580 | | | $0.527 | | |

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TABLE XIII-A

FREQUENCY DISTRIBUTION OF HOURLY EARNINGS OF EMPLOYEES FOR WEEK ENDING JULY 13, 1934

| Hourly Earnings | CUTTERS | | | | | | | | | OPERATORS | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | New York City | | | East | | | West | | | New York City | | | East | | | West | | |
| | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total |
| Below $0.25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 0.4 |
| $0.25 - 0.299 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0.4 | 2 | 4 | 0.8 |
| .30 - .349 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 1.9 | 2 | 2 | 1.1 | 23 | 24 | 8.8 | 7 | 11 | 2.2 |
| .35 - .399 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 8 | 7.8 | 1 | 3 | 1.6 | 61 | 85 | 31.0 | 176 | 187 | 38.0 |
| .40 - .449 | 1 | 1 | 3.8 | 3 | 3 | 6.0 | 4 | 12 | 11.6 | 7 | 10 | 5.5 | 37 | 122 | 44.5 | 106 | 293 | 59.5 |
| .45 - .499 | 0 | 1 | 3.8 | 2 | 5 | 10.0 | 8 | 20 | 19.4 | 9 | 19 | 10.4 | 15 | 137 | 49.9 | 47 | 340 | 69.2 |
| .50 - .549 | 0 | 1 | 3.8 | 2 | 7 | 14.0 | 11 | 31 | 30.1 | 6 | 25 | 13.7 | 30 | 167 | 60.9 | 38 | 378 | 76.8 |
| .55 - .599 | 2 | 3 | 11.5 | 1 | 8 | 16.0 | 13 | 44 | 42.7 | 32 | 57 | 31.3 | 23 | 190 | 69.3 | 37 | 415 | 84.4 |
| .60 - .649 | 2 | 5 | 19.2 | 4 | 12 | 24.0 | 12 | 56 | 54.3 | 18 | 75 | 41.2 | 19 | 209 | 71.2 | 13 | 428 | 85.6 |
| .65 - .699 | 2 | 7 | 26.9 | 4 | 16 | 32.0 | 12 | 68 | 66.0 | 8 | 83 | 45.6 | 9 | 218 | 79.5 | 8 | 436 | 88.6 |
| .70 - .749 | 1 | 8 | 30.8 | 4 | 20 | 40.0 | 1 | 69 | 67.0 | 15 | 98 | 53.8 | 10 | 228 | 83.2 | 10 | 446 | 90.7 |
| .75 - .799 | 3 | 11 | 42.3 | 6 | 26 | 52.0 | 9 | 78 | 75.7 | 19 | 117 | 64.2 | 5 | 233 | 85.0 | 3 | 449 | 91.3 |
| .80 - .849 | 1 | 12 | 46.2 | 3 | 29 | 58.0 | 2 | 80 | 77.7 | 6 | 123 | 67.6 | 1 | 234 | 85.3 | 6 | 455 | 92.5 |
| .85 - .899 | 4 | 16 | 61.6 | 7 | 36 | 72.0 | 12 | 92 | 89.3 | 5 | 128 | 70.3 | 10 | 244 | 89.0 | 13 | 468 | 93.7 |
| .90 - .949 | 2 | 18 | 69.3 | 2 | 38 | 76.0 | 2 | 94 | 91.3 | 12 | 140 | 76.8 | 2 | 246 | 89.7 | 9 | 477 | 97.0 |
| .95 - .999 | 0 | 18 | 69.3 | 3 | 41 | 82.0 | 4 | 98 | 95.1 | 5 | 145 | 79.6 | 4 | 250 | 91.2 | 7 | 484 | 98.4 |
| 1.00 - over | 8 | 26 | 100.0 | 9 | 50 | 100.0 | 5 | 103 | 100.0 | 37 | 182 | 100.0 | 24 | 274 | 100.0 | 8 | 492 | 100.0 |
| Totals | 26 | | | 50 | | | 103 | | | 182 | | | 274 | | | 492 | | |
| Average Hourly Earnings - Total | $0.869 | | | $0.808 | | | $0.685 | | | $0.769 | | | $0.564 | | | $0.490 | | |

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TABLE XIII-A

FREQUENCY DISTRIBUTION OF HOURLY EARNINGS OF EMPLOYEES FOR WEEK ENDING JULY 13, 1934

LINING MAKERS

| Hourly Earnings | New York City | | | East | | | West | | |
|---|---|---|---|---|---|---|---|---|---|
| | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total |
| Below $0.25 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1.6 |
| $0.25 - 0.299 | 0 | 0 | 0 | 1 | 1 | 3.1 | 0 | 1 | 1.6 |
| .30 - .349 | 0 | 0 | 0 | 1 | 2 | 6.3 | 3 | 4 | 6.4 |
| .35 - .399 | 1 | 1 | 5.0 | 9 | 11 | 34.4 | 20 | 24 | 38.1 |
| .40 - .449 | 0 | 1 | 5.0 | 1 | 12 | 37.5 | 17 | 41 | 65.1 |
| .45 - .499 | 1 | 2 | 10.0 | 1 | 13 | 40.6 | 12 | 53 | 84.2 |
| .50 - .549 | 3 | 5 | 25.0 | 4 | 17 | 53.1 | 3 | 56 | 88.9 |
| .55 - .599 | 6 | 11 | 50.5 | 7 | 24 | 75.0 | 3 | 59 | 93.7 |
| .60 - .649 | 0 | 11 | 50.5 | 4 | 28 | 87.5 | 4 | 63 | 100.0 |
| .65 - .699 | 1 | 12 | 60.0 | 0 | 28 | 87.5 | 0 | 63 | 100.0 |
| .70 - .749 | 1 | 13 | 65.0 | 0 | 28 | 87.5 | 0 | 63 | 100.0 |
| .75 - .799 | 1 | 14 | 70.0 | 0 | 28 | 87.5 | 0 | 63 | 100.0 |
| .80 - .849 | 2 | 16 | 80.0 | 0 | 28 | 87.5 | 0 | 63 | 100.0 |
| .85 - .899 | 2 | 18 | 90.0 | 0 | 28 | 87.5 | 0 | 63 | 100.0 |
| .90 - .949 | 0 | 18 | 90.0 | 0 | 28 | 87.5 | 0 | 63 | 100.0 |
| .95 - .999 | 0 | 18 | 90.0 | 1 | 29 | 90.7 | 0 | 63 | 100.0 |
| 1.00 - over | 2 | 20 | 100.0 | 3 | 32 | 100.0 | 0 | 63 | 100.0 |
| Totals | 20 | | | 32 | | | 63 | | |
| Average Hourly Earnings - Total | $0.687 | | | $0.560 | | | $0.432 | | |

Source: Payroll Reports to the Code Authority and the Special Commission.

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Special Commission for the Cap and Cloth Hat Industry

TABLE XIII B

FREQUENCY DISTRIBUTION OF HOURLY EARNINGS OF EMPLOYEES FOR WEEK ENDING AUGUST 11, 1934

| Hourly Earnings | CUTTERS | | | | | | | | | OPERATORS | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | New York City | | | East | | | West | | | New York City | | | East | | | West | | |
| | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total |
| Below $0.25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 0.3 |
| $0.25 - 0.299 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 8 | 1.2 |
| .30 - .349 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 10 | 7.9 | 1 | 1 | 0.4 | 11 | 11 | 3.4 | 21 | 29 | 4.3 |
| .35 - .399 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 16 | 12.6 | 4 | 5 | 1.9 | 64 | 75 | 22.9 | 264 | 293 | 43.9 |
| .40 - .449 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 21 | 16.5 | 9 | 14 | 5.2 | 42 | 117 | 35.6 | 125 | 418 | 62.5 |
| .45 - .499 | 0 | 0 | 0 | 3 | 3 | 5.7 | 11 | 32 | 25.2 | 4 | 18 | 6.7 | 16 | 133 | 40.6 | 71 | 489 | 73.2 |
| .50 - .549 | 0 | 0 | 0 | 3 | 6 | 10.3 | 12 | 44 | 34.6 | 8 | 26 | 9.7 | 9 | 142 | 43.3 | 42 | 531 | 79.4 |
| .55 - .599 | 1 | 1 | 3.1 | 1 | 7 | 12.1 | 16 | 60 | 47.2 | 27 | 53 | 19.9 | 35 | 177 | 53.9 | 23 | 554 | 82.9 |
| .60 - .649 | 1 | 2 | 6.3 | 5 | 12 | 20.7 | 16 | 76 | 59.8 | 7 | 60 | 22.5 | 17 | 194 | 59.2 | 22 | 576 | 86.2 |
| .65 - .699 | 0 | 2 | 6.3 | 5 | 17 | 29.3 | 10 | 86 | 67.7 | 10 | 70 | 27.2 | 10 | 204 | 62.2 | 18 | 594 | 89.9 |
| .70 - .749 | 0 | 2 | 6.3 | 3 | 20 | 34.5 | 5 | 91 | 72.7 | 116 | 186 | 69.6 | 10 | 214 | 65.3 | 14 | 608 | 91.0 |
| .75 - .799 | 2 | 4 | 12.5 | 6 | 26 | 44.8 | 9 | 100 | 78.7 | 9 | 195 | 73.0 | 26 | 240 | 73.2 | 8 | 616 | 92.1 |
| .80 - .849 | 1 | 5 | 15.6 | 2 | 28 | 48.3 | 3 | 103 | 81.1 | 6 | 201 | 75.3 | 15 | 255 | 77.8 | 14 | 630 | 94.2 |
| .85 - .899 | 4 | 9 | 28.1 | 8 | 36 | 62.1 | 9 | 112 | 88.1 | 7 | 208 | 77.8 | 36 | 291 | 85.7 | 14 | 644 | 96.4 |
| .90 - .949 | 1 | 10 | 31.2 | 7 | 43 | 74.1 | 3 | 115 | 90.5 | 10 | 218 | 81.6 | 3 | 294 | 89.6 | 6 | 650 | 97.3 |
| .95 - .999 | 5 | 15 | 46.8 | 2 | 45 | 77.5 | 2 | 117 | 92.1 | 3 | 221 | 82.7 | 5 | 299 | 91.2 | 8 | 658 | 98.5 |
| 1.00 - over | 17 | 32 | 100.0 | 13 | 58 | 100.0 | 10 | 127 | 100.0 | 46 | 267 | 100.0 | 29 | 328 | 100.0 | 10 | 668 | 100.0 |
| Totals | 32 | | | 58 | | | 127 | | | 267 | | | 328 | | | 668 | | |
| Average Hourly Earnings - Total | $1.013 | | | $0.918 | | | $0.648 | | | $0.771 | | | $0.632 | | | $0.481 | | |

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TABLE XIII B

FREQUENCY DISTRIBUTION OF HOURLY EARNINGS OF EMPLOYEES FOR WEEK ENDING AUGUST 11, 1934

LINING MAKERS

| Hourly Earnings | New York City | | | East | | | West | | |
|---|---|---|---|---|---|---|---|---|---|
| | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total | Number of Employees Receiving Specified Earnings | Cumulative Total | Cumulative Per Cent of Total |
| Below $0.25 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1.4 |
| $0.25 - 0.299 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1.4 |
| .30 - .349 | 0 | 0 | 0 | 2 | 2 | 7.7 | 2 | 3 | 4.6 |
| .35 - .399 | 1 | 1 | 3.8 | 3 | 5 | 19.2 | 34 | 37 | 50.0 |
| .40 - .449 | 0 | 1 | 3.8 | 1 | 6 | 23.1 | 20 | 57 | 77.0 |
| .45 - .499 | 1 | 2 | 7.7 | 1 | 7 | 26.9 | 9 | 66 | 89.2 |
| .50 - .549 | 2 | 4 | 15.4 | 2 | 9 | 34.6 | 2 | 68 | 91.8 |
| .55 - .599 | 15 | 19 | 73.1 | 9 | 18 | 69.2 | 5 | 73 | 98.6 |
| .60 - .649 | 1 | 20 | 76.9 | 4 | 22 | 83.0 | 1 | 74 | 100.0 |
| .65 - .699 | 0 | 20 | 76.9 | 0 | 22 | 83.0 | 0 | 74 | 100.0 |
| .70 - .749 | 0 | 20 | 76.9 | 0 | 22 | 83.0 | 0 | 74 | 100.0 |
| .75 - .799 | 1 | 21 | 80.8 | 0 | 22 | 83.0 | 0 | 74 | 100.0 |
| .80 - .849 | 2 | 23 | 88.4 | 0 | 22 | 83.0 | 0 | 74 | 100.0 |
| .85 - .899 | 2 | 25 | 96.1 | 0 | 22 | 83.0 | 0 | 74 | 100.0 |
| .90 - .949 | 0 | 25 | 96.1 | 0 | 22 | 83.0 | 0 | 74 | 100.0 |
| .95 - .999 | 0 | 25 | 96.1 | 1 | 23 | 88.4 | 0 | 74 | 100.0 |
| 1.00 - over | 1 | 26 | 100.0 | 3 | 26 | 100.0 | 0 | 74 | 100.0 |
| Totale | 26 | | | 26 | | | 74 | | |
| Average Hourly Earnings - Total | $0.634 | | | $0.609 | | | $0.418 | | |

Source: Payroll Reports to the Code Authority and the Special Commission.

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percentages earning this amount or more were 92 per cent in New York City, 63 per cent in the East and 27 per cent in the West.

In view of the fact that this Code does not provide for a weekly wage rate, earnings of employees working only 10 hours a week are $5.50 in New York City area and $3.75 in the western area. The data on weekly earnings show to what extent employees in this Industry, on account of lack of employment for full weeks, fall short of making the nominal weekly minima corresponding to the mandatory hourly minima prescribed by the Code and no less importantly to what extent they receive weekly earnings adequate to cover the cost of a decent livelihood.

In Table XIV there are shown the number of employees in each area who received in the designated week amounts of earnings within the ranges specified. The cumulative percentages of employees earning designated amounts for the week of August 11 are put in graphic form in Figure B. The graph shows that 40 per cent of the cap makers in New York City, 74 per cent of those in the East and 84 per cent of those in the West made earnings of less than $20 during the week ending August 11, 1934. Referring to Table XIV it is seen that the corresponding percentages for the week ending July 14 are 64, 78 and 81 per cent for New York City, the East and the West, re-

TABLE XIV

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Frequency Distributions of Prevailing Weekly Earnings of Employees

Week Ending July 14, 1934

| Dollars Per Week | New York City | | | East | | | West | | |
|---|---|---|---|---|---|---|---|---|---|
| | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total |
| Under 10 | 58 | 58 | 21.3 | 194 | 194 | 40.3 | 220 | 220 | 27.6 |
| 10.00 to 12.99 | 37 | 95 | 34.9 | 52 | 246 | 51.1 | 139 | 359 | 45.0 |
| 13.00 to 14.99 | 15 | 110 | 40.4 | 49 | 295 | 61.3 | 106 | 465 | 58.3 |
| 15.00 to 17.49 | 29 | 139 | 51.1 | 54 | 349 | 72.6 | 130 | 595 | 74.6 |
| 17.50 to 19.99 | 34 | 173 | 63.6 | 28 | 377 | 78.4 | 49 | 644 | 80.7 |
| 20.00 to 21.99 | 11 | 184 | 67.6 | 25 | 402 | 83.6 | 24 | 668 | 83.7 |
| 22.00 to 24.99 | 15 | 199 | 73.2 | 25 | 427 | 88.8 | 34 | 702 | 88.0 |
| 25.00 to 29.99 | 20 | 219 | 80.5 | 33 | 460 | 95.6 | 33 | 735 | 92.1 |
| 30.00 to 39.99 | 23 | 242 | 89.0 | 12 | 472 | 98.1 | 54 | 789 | 98.9 |
| Over 40.00 | 30 | 272 | 100.0 | 9 | 481 | 100.0 | 9 | 798 | 100.0 |

Source: Payroll Reports to the Code Authority

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TABLE XIV (cont.)

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Frequency Distributions of Prevailing Weekly Earnings of Employees

Week Ending August 11, 1934

| Dollars Per Week | New York City | | | East | | | West | | |
|---|---|---|---|---|---|---|---|---|---|
| | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total |
| Under 10 | 43 | 43 | 9.9 | 271 | 271 | 42.3 | 334 | 334 | 26.9 |
| 10.00 to 12.99 | 63 | 106 | 24.4 | 57 | 328 | 51.3 | 193 | 527 | 42.5 |
| 13.00 to 14.99 | 34 | 140 | 32.2 | 76 | 404 | 63.1 | 174 | 701 | 56.5 |
| 15.00 to 17.49 | 21 | 161 | 37.0 | 35 | 439 | 68.6 | 264 | 965 | 77.8 |
| 17.50 to 19.99 | 14 | 175 | 40.2 | 36 | 475 | 74.2 | 74 | 1,039 | 83.8 |
| 20.00 to 21.99 | 20 | 195 | 44.8 | 27 | 502 | 78.4 | 34 | 1,073 | 86.5 |
| 22.00 to 24.99 | 123 | 318 | 73.1 | 31 | 533 | 83.3 | 44 | 1,117 | 90.1 |
| 25.00 to 29.99 | 33 | 351 | 80.7 | 26 | 559 | 87.3 | 56 | 1,173 | 94.6 |
| 30.00 to 39.99 | 55 | 406 | 93.3 | 61 | 620 | 96.9 | 50 | 1,223 | 98.6 |
| Over 40.00 | 29 | 435 | 100.0 | 20 | 640 | 100.0 | 17 | 1,240 | 100.0 |

Source: Payroll Reports to the Code Authority.

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TABLE XIV (cont.)

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Frequency Distributions of Prevailing Earnings of Employees

Week Ending September 15, 1934

| Dollars Per Week | New York City | | | East | | | West | | |
|---|---|---|---|---|---|---|---|---|---|
| | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total |
| Under 10 | 47 | 47 | 24.2 | 170 | 170 | 44.3 | 282 | 282 | 30.0 |
| 10.00 to 12.99 | 25 | 72 | 37.1 | 61 | 231 | 60.2 | 228 | 510 | 54.3 |
| 13.00 to 14.99 | 21 | 93 | 47.9 | 36 | 267 | 69.5 | 114 | 624 | 66.4 |
| 15.00 to 17.49 | 14 | 107 | 55.2 | 32 | 299 | 77.9 | 146 | 770 | 81.9 |
| 17.50 to 19.99 | 22 | 129 | 66.5 | 6 | 305 | 79.4 | 46 | 816 | 86.8 |
| 20.00 to 21.99 | 10 | 139 | 71.6 | 13 | 318 | 82.8 | 34 | 850 | 90.4 |
| 22.00 to 24.99 | 10 | 149 | 76.8 | 18 | 336 | 87.5 | 21 | 871 | 92.7 |
| 25.00 to 29.99 | 23 | 172 | 88.7 | 28 | 364 | 94.8 | 35 | 906 | 96.4 |
| 30.00 to 39.99 | 16 | 188 | 96.9 | 17 | 381 | 99.2 | 24 | 930 | 98.9 |
| Over 40.00 | 6 | 194 | 100.0 | 3 | 384 | 100.0 | 10 | 940 | 100.0 |

Source: Payroll Reports to the Code Authority.

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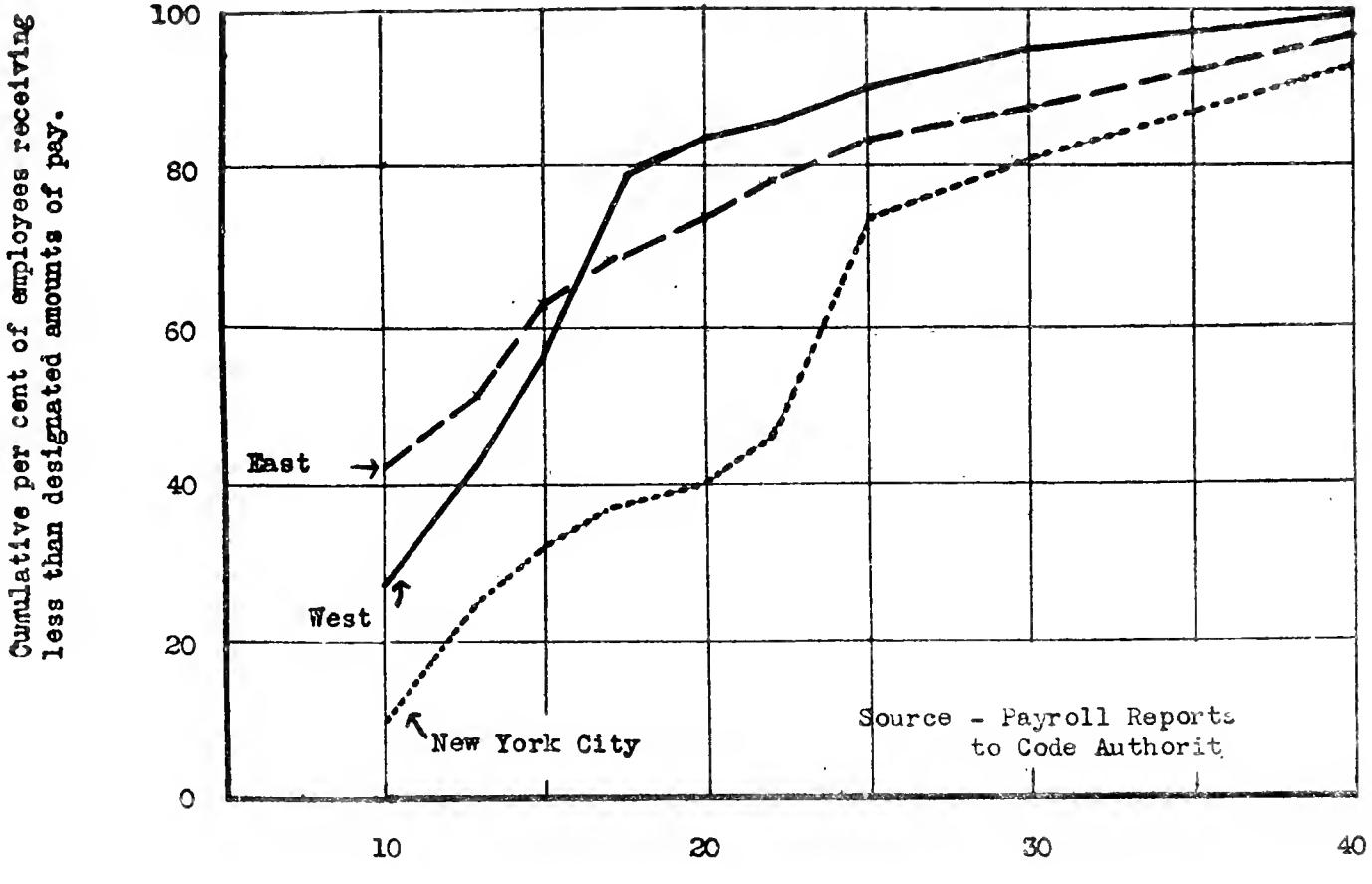
FIGURE E

## CAP AND CLOTH HAT MANUFACTURING INDUSTRY



Frequency Distribution of Employees by Weekly Earnings for the Week Ending August 11, 1934, by Area.



spectively, while for the week ended September 14 they were 67, 79 and 87 per cent respectively. Figure B further indicates that the proportions of the workers earning less than $10 and less than $15 per week, respectively, are higher in the East and in the West than in New York City.

The reasons for these low weekly earnings under the prevailing rates are easily seen by referring to the relatively short number of hours worked per week by these employees. The earnings referred to above, therefore, should be examined in connection with the data in Table XV and Figure C. This table, for example, for the week ending August 11, 1934, indicates that in New York City and the West about 17.5 per cent of the workers were working less than 20 hours per week while in the East for the same period, more than 35 per cent of the workers were employed for this short work week. The percentages for those working less than 30 hours per week were much larger being 36.6, 63.9 and 39.2 for New York City, the East and the West, respectively.

Unfortunately, no data were secured from members of the Industry in regard to yearly earnings. However, some data have been compiled from the Census reports. Table XVI shows the annual average earnings of cap employees in certain states. Here again the eastern centers

TABLE XV

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Frequency Distributions of Prevailing Hours of Work of Employees

Week Ending July 14, 1934

| Hours Per Week | New York City | | | East | | | West | | |
|---|---|---|---|---|---|---|---|---|---|
| | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total |
| 1 to 10 | 20 | 20 | 7.4 | 71 | 71 | 14.8 | 38 | 38 | 4.8 |
| 11 to 20 | 73 | 93 | 34.2 | 94 | 165 | 34.3 | 121 | 159 | 19.9 |
| 21 to 30 | 44 | 137 | 50.4 | 121 | 286 | 59.5 | 143 | 302 | 37.8 |
| 31 to 35 | 32 | 169 | 62.1 | 67 | 357 | 73.4 | 146 | 448 | 56.1 |
| 36 to 40 | 103 | 272 | 100.0 | 128 | 481 | 100.0 | 338 | 786 | 98.5 |

Week Ending August 11, 1934

| Hours Per Week | New York City | | | East | | | West | | |
|---|---|---|---|---|---|---|---|---|---|
| | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total |
| 1 to 10 | 10 | 10 | 2.3 | 83 | 83 | 13.0 | 35 | 35 | 3.6 |
| 11 to 20 | 66 | 76 | 17.5 | 142 | 225 | 35.2 | 185 | 220 | 17.7 |
| 21 to 30 | 83 | 159 | 36.6 | 184 | 409 | 63.9 | 266 | 486 | 39.2 |
| 31 to 35 | 120 | 279 | 64.1 | 45 | 454 | 70.9 | 173 | 659 | 53.1 |
| 36 to 40 | 156 | 435 | 100.0 | 186 | 640 | 100.0 | 579 | 1,238 | 99.8 |

Source: Payroll Reports to the Code Authority

TAG:jp 12/12/34

TABLE XV (cont.)

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Frequency Distributions of Prevailing Hours of Work of Employees

Week Ending September 15, 1934

| Hours Per Week | New York City | | | East | | | West | | |
|---|---|---|---|---|---|---|---|---|---|
| | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total | Number of Employees | Cumulative Total | Cumulative Per Cent of Total |
| 1 to 10 | 20 | 20 | 10.3 | 45 | 45 | 11.7 | 27 | 27 | 2.9 |
| 11 to 20 | 69 | 89 | 45.9 | 134 | 179 | 46.6 | 127 | 154 | 16.4 |
| 21 to 30 | 62 | 151 | 77.8 | 114 | 293 | 76.3 | 348 | 502 | 53.4 |
| 31 to 35 | 19 | 170 | 87.6 | 45 | 338 | 88.0 | 173 | 675 | 71.8 |
| 36 to 40 | 24 | 194 | 100.0 | 46 | 384 | 100.0 | 265 | 940 | 100.0 |

Source: Payroll Reports to the Code Authority.

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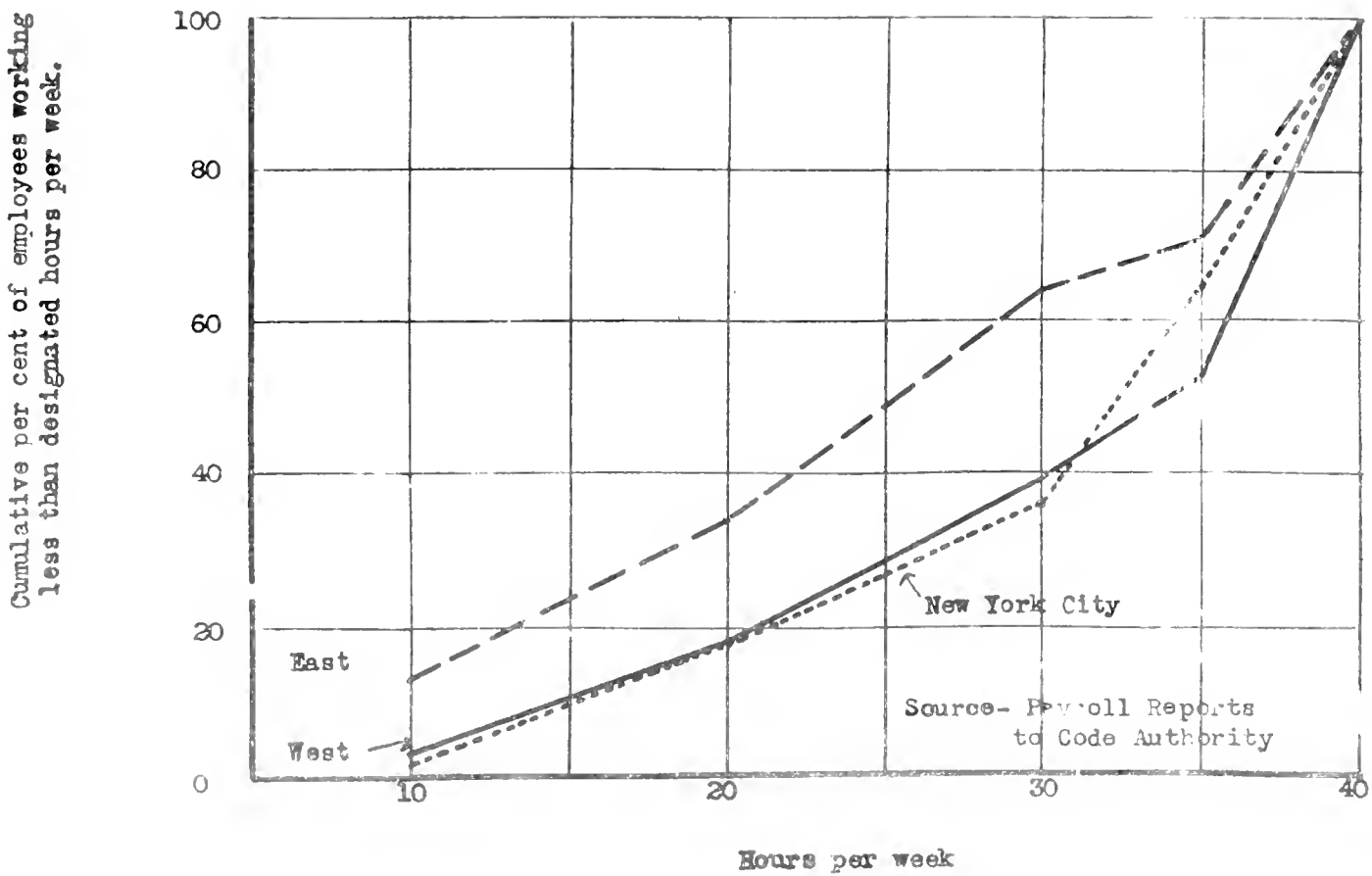
12/12/34

FIGURE C.

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Frequency Distribution of Employees by Hours Worked the Week of August 11, 1934, by Areas



Special Commission For The Cap & Cloth Hat Industry

TABLE XVI

AVERAGE ANNUAL EARNINGS OF WAGE EARNERS IN CAP FACTORIES, IN SELECTED STATES

| STATE | 1933 | 1931 | 1929 | 1927 |
|---|---|---|---|---|
| | Average Annual Earnings 1/ | | | |
| Connecticut | $749 | $1111 | $1153 | $1410 |
| Maryland | 725 | 1028 | 1100 | 1285 |
| Massachusetts | 759 | 1096 | 1325 | 1345 |
| New Jersey | 525 | 923 | 1150 | 1525 |
| New York | 710 | 1221 | 1635 | 1830 |
| Pennsylvania | 763 | 1105 | 1315 | 1485 |
| Ohio | 729 | 877 | 1110 | 1135 |
| California | 835 | 1253 | 1310 | 1390 |
| Illinois | 896 | 1064 | 1290 | 1500 |
| Missouri | 713 | 871 | 1000 | 1115 |
| United States | 732 | 1043 | 1342 | 1610 |

SOURCE: Census of Manufacturers

1/ Figures shown are estimates obtained by dividing the Census figures for the amount paid in wages by the average number of wage earners.

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are shown to be providing not only higher hourly rates and weekly earnings but also for the most part higher annual earnings than western areas. Table XVII indicates the amount of employment in the various areas. This table shows that for the 153 reporting firms the average number of weeks that the majority of employees were employed full time in 1933 was, in New York City, 32.9 weeks, in the East 35.5 weeks and in the West 40.8 weeks. They indicate the western workers have a differential advantage in respect of amount of employment of 24 per cent over New York. This differential is only a little more than 2/3 as wide as the differential disadvantage they are under with respect to hourly rates. The worker in the East outside of New York City appears to have about 8 per cent more employment during the year than does the New York City employee, an advantage which, it should be noted, is not offset by any differential in hourly rates under the Code as now written.

Respectfully submitted,

Special Commission for the
Cap and Cloth Hat Industry

P. F. Brissenden, Chairman

Max Meyer

Wirt A. Gill

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE XVII - EXTENT OF FULL-TIME EMPLOYMENT

This table indicates the average number of Weeks Full-time employment during the year furnished to a majority of the employees by Firms in each area. In the upper half of the table is listed the number of Firms who give the specified number of weeks employment to a majority of their employees together with the total number of workers employed by these Firms; in the lower half the same data is presented in terms of percentages of totals.

A. Number of Firms and Employees

| Number of weeks full-time | Number of firms furnishing specified number of weeks full-time employment to a majority of their employees in 1933 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | New York City | | East | | West | | Total | |
| | Number of firms | Number of employees 1/ | Number of firms | Number of employees 1/ | Number of firms | Number of employees 1/ | Number of firms | Number of employees 1/ |
| 16 or less | 11 | 106 | 7 | 57 | 4 | 24 | 22 | 187 |
| 17 - 20 | 5 | 50 | 3 | 18 | 3 | 15 | 11 | 83 |
| 21 - 24 | 6 | 58 | - | - | 2 | 13 | 8 | 71 |
| 25 - 28 | 7 | 80 | 2 | 10 | 5 | 89 | 14 | 179 |
| 29 - 32 | 16 | 143 | 1 | 22 | 8 | 78 | 25 | 241 |
| 33 - 36 | 2 | 30 | - | - | 7 | 92 | 9 | 122 |
| 37 - 40 | 7 | 256 | 8 | 149 | 9 | 81 | 24 | 486 |
| 41 - 44 | 2 | 16 | 2 | 15 | 7 | 109 | 11 | 140 |
| 45 - 48 | 4 | 104 | - | 3 | 10 | 362 | 15 | 469 |
| 49 - 52 | 2 | 42 | 2 | 70 | 10 | 129 | 14 | 241 |
| Totals | 62 | 885 | 25 | 344 | 65 | 990 | 153 | 2,219 |

1/ Number of employees refers to the total number of employees of the firms reporting and not to the actual number receiving the specified number of weeks full-time employment.

Average number of weeks full-time employment furnished to a majority of their employees:
New York City - 32.9; East - 35.5; West - 40.8

Source: Questionnaire sent out by the Industry Reporting Unit, Division of Research and

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE XVII - EXTENT OF FULL-TIME EMPLOYMENT

B. Percent of Firms and Employees

| Number of weeks full-time employment. | Percent of total number of firms in each area furnishing specified number of weeks full-time employment to a majority of their employees in 1933. | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | New York City | | East | | West | | Total | |
| | Percent of total firms | Percent of total employees | Percent of total firms | Percent of total employees | Percent of total firms | Percent of total employees | Percent of total firms | Percent of total employees |
| 16 or less | 17.7% | 12.0% | 26.9% | 16.6% | 6.1% | 2.4% | 14.3% | 8.4% |
| 17 - 20 | 8.1 | 5.6 | 11.5 | 5.2 | 4.6 | 1.5 | 7.2 | 3.7 |
| 21 - 24 | 9.7 | 6.6 | 0.0 | 0.0 | 3.1 | 1.3 | 5.2 | 3.2 |
| 25 - 28 | 11.3 | 9.0 | 7.7 | 2.9 | 7.7 | 9.0 | 9.2 | 8.1 |
| 29 - 32 | 25.8 | 16.2 | 3.8 | 6.4 | 12.3 | 7.8 | 16.3 | 10.9 |
| 33 - 36 | 3.2 | 3.4 | 0.0 | 0.0 | 10.8 | 9.3 | 5.9 | 5.5 |
| 37 - 40 | 11.3 | 28.9 | 30.9 | 43.3 | 13.8 | 8.2 | 15.7 | 21.9 |
| 41 - 44 | 3.2 | 1.8 | 7.7 | 4.4 | 10.8 | 11.0 | 7.2 | 6.3 |
| 45 - 48 | 6.5 | 11.8 | 3.8 | 0.9 | 15.4 | 36.5 | 9.8 | 21.1 |
| 49 - 52 | 3.2 | 4.7 | 7.7 | 20.3 | 15.4 | 13.0 | 9.2 | 10.9 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

Source: Questionnaire sent out by the Industry Reporting Unit, Research and Planning Division.

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE VIII-A - INDIVIDUAL PLANT TOTAL DIRECT LABOR COSTS, TOTAL MATERIAL COST, WHOLESALE PRICE, AND SELLING OUTLET, BY GEOGRAPHICAL AREAS

25¢ GOLF CAPS

| AREA<br>NEW YORK CITY | Total Direct Labor Cost Per Dozen | Total Material Costs per Dozen | Total Costs per Dozen 1/ | Wholesale selling Price Per Dozen | Per Cent Mark Up (above cost) | Selling Outlet |
|---|---|---|---|---|---|---|
| | .62 | .72 | 1.34 | 1.70 | 26.9 | Chains, etc. |
| | .55 | .72 | 1.27 | 1.50 | 18.1 | Jobber |
| | .59 | .89½ | 1.49 | 1.75 | 17.4 | Jobber |
| | .92 | 1.65 | 2.57 | 1.75 | - 31.9 | - |
| | .94 | 1.15 | 2.09 | 2.20 | 5.3 | Jobber |
| | .94 | .92 | 1.86 | 1.60 | - 14.0 | Jobber |
| | 1.04 | 1.00 | 2.04 | 2.25 | 10.3 | Jobber |
| | 1.28 | .60 | 1.88 | 1.75 | - 6.9 | " |
| | 1.04 | 1.40 | 2.44 | 2.00 | - 18.0 | Retailers |
| EAST | .50 | .83 | 1.33 | 1.55 | 16.5 | Jobber |
| | .61 | .99 | 1.60 | 1.68 | 4.4 | Jobber |
| | .83 | .73 | 1.56 | 1.50 | - 3.8 | Retailer |
| | .55 | 1.20 | 1.75 | 1.90 | 8.6 | Chains & Jobbers |
| | .56 | 1.07 | 1.63 | 2.00 | 22.7 | Chain & Retail |
| WEST | .66 | 1.00 | 1.66 | 1.95 | 17.5 | Chain |
| | .71 | .99 | 1.70 | 1.87 | 10.0 | Chain |
| | .75 | 1.01 | 1.76 | 2.00 | 13.6 | Chain |
| | .52 | .95 | 1.47 | 1.83 | 24.5 | Jobber |
| | .74 | 1.10 | 1.84 | 2.48 | 34.8 | Jobber |
| | .73 | 1.38 | 2.11 | 2.25 | 6.6 | Retailer |
| | .64 | 1.00 | 1.64 | 1.95 | 18.9 | Retailer |
| | .68 | .82 | 1.50 | 2.00 | 33.3 | " |
| | .57 | .83 | 1.40 | 2.10 | 50.0 | " |
| | .64 | 1.62 | 2.26 | 1.88 | - 16.8 | " |

| Total Direct Labor Cost Per Dozen | Total Material Costs per Dozen | Total Costs Per Dozen | Wholesale Selling price Per Dozen | Per cent Mark Up | Selling Outlet |
|---|---|---|---|---|---|
| .79 | .85 | 1.64 | 1.88 | 14.6 | Retailer |
| .82 | .77 | 1.59 | 1.75 | 10.1 | Retailer |
| .74 | .90 | 1.64 | 2.00 | 22.0 | " |
| .68 | .80 | 1.48 | 2.00 | 35.1 | " |
| .68 | .87 | 1.55 | 2.00 | 29.0 | " |
| .55 | .95 | 1.50 | 2.00 | 33.3 | " |
| .55 | .65 | 1.20 | 1.75 | 45.8 | " |

1/ Excluding Overhead

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning, National Recovery Administration.

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE VIII-B INDIVIDUAL PLANT TOTAL DIRECT LABOR COSTS, TOTAL MATERIAL COST AND WHOLESALE PRICE AND SELLING OUTLET BY - GEOGRAPHICAL AREAS

39¢ GOLF CAPS

| AREA | Total Direct Labor Cost Per Dozen | Total Material Costs per Dozen | Total Costs Per Dozen 1/ | Wholesale Selling Price per Dozen | Per Cent Mark Up (above cost) | Selling Outlet |
|---|---|---|---|---|---|---|
| NEW YORK CITY | | | | | | |
| | 1.40 | 1.50 | 2.90 | 3.19 | 10.0 | Jobber |
| | 1.34 | 1.25 | 2.59 | 2.45 | - 5.4 | Jobber |
| | .89 | 1.75 | 2.64 | 3.25 | 23.1 | Jobber |
| | 1.30 | 1.67 | 2.97 | 3.50 | 17.8 | Jobber |
| | 1.32 | 1.45 | 2.77 | 3.00 | 8.3 | Jobber |
| | 1.17 | 1.17 | 2.34 | 2.30 | - 1.7 | Jobber |
| | 1.48 | 1.55 | 3.03 | 3.25 | 7.3 | Jobber |
| | 1.28 | 1.15 | 2.43 | 2.75 | 13.2 | Jobber |
| | 1.13 | .81 | 1.94 | 2.25 | 16.0 | Jobber |
| | 1.31 | 1.45 | 2.76 | 3.00 | 8.7 | Jobber |
| | 1.44 | .70 | 2.14 | 2.75 | 28.5 | Jobber |
| | .76 | 1.04 | 1.80 | 2.25 | 25.0 | Jobber |
| | 2.04 | 1.80 | 3.84 | 3.25 | - 15.4 | Jobber |
| | 1.16 | 1.50 | 2.66 | 2.75 | 3.4 | |
| | .83 | 1.25 | 2.08 | 3.15 | 51.4 | Retailer |
| | 1.04 | 1.85 | 2.89 | 3.15 | 9.0 | Retailer |
| | .98 | 1.70 | 2.68 | 3.25 | 21.3 | Retailer |
| | 1.06 | 1.65 | 2.71 | 3.00 | 10.7 | Chain-Jobber |
| WEST | 1.14 | 1.53 | 2.67 | 3.25 | 21.7 | Chain |
| | .83 | 1.50 | 2.33 | 2.75 | 18.0 | Chain |
| | 1.01 | 1.44½ | 2.46 | 2.88 | 17.1 | Chain |
| | .94 | 1.15 | 2.09 | 2.25 | 7.7 | Jobber |
| | 1.06 | 1.28 | 2.34 | 3.00 | 28.2 | Retailer |
| | 1.53 | 1.75 | 3.28 | 4.00 | 22.0 | Retailer |
| | 1.04 | 1.10 | 2.14 | 2.80 | 30.8 | Retailer |
| | 1.19 | 1.07 | 2.26 | 3.00 | 32.7 | Retailer |

1/ Excluding overhead

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning, National Recovery Administration.

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE VIII-C - INDIVIDUAL PLANT TOTAL DIRECT LABOR COSTS, TOTAL MATERIAL COST AND WHOLESALE PRICE AND SELLING OUTLET BY GEOGRAPHICAL AREAS

59¢ GOLF CAPS

| AREAS | Total Direct Labor Cost Per Dozen | Total Material Costs per Dozen | Total Costs Per Dozen 1/ | Wholesale Selling Price Per Dozen | Per Cent Mark Up (above cost) | Selling Outlet |
|---|---|---|---|---|---|---|
| NEW YORK CITY | | | | | | |
| | 1.54 | 2.25 | 3.79 | 4.13 | 9.0 | Chain |
| | 1.27 | 1.35 | 2.62 | 3.00 | 14.5 | Jobber |
| | 1.11 | 1.60 | 2.71 | 3.50 | 29.2 | Jobber |
| | 1.16 | 2.05 | 3.21 | 3.50 | 9.0 | Jobber |
| | 1.35 | 1.50 | 2.85 | 3.50 | 22.8 | Jobber |
| | 1.07 | 1.07 | 2.14 | 3.00 | 40.2 | Jobber |
| | 1.15 | 2.00 | 3.15 | 3.50 | 11.1 | Jobber |
| | 1.15 | 2.25 | 3.40 | 4.00 | 17.6 | Jobber |
| | 1.23 | 2.25 | 3.48 | 4.50 | 29.3 | Jobber |
| | 1.60 | 2.05 | 3.65 | 3.78 | 3.6 | Jobber |
| | 1.28 | 2.45 | 3.73 | 4.50 | 20.6 | Retailers |
| | 1.11 | 2.25 | 3.36 | 4.35 | 29.5 | Retailers |
| WEST | 1.00 | 2.20 | 3.20 | 3.90 | 21.9 | Chain |
| | .89 | 1.57 | 2.46 | 4.50 | 82.9 | Jobber |
| | .99 | 1.90 | 1.90 | 3.50 | 75.9 | Retailers |
| | 1.09 | 1.72 | 2.81 | 4.50 | 60.1 | Retailers |
| | 1.22 | 2.15 | 3.37 | 4.50 | 33.5 | Retailers |

1/ Excluding Overhead

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning, National Recovery Administration

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CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE VIII - D - INDIVIDUAL PLANT TOTAL DIRECT LABOR COSTS' TOTAL MATERIAL COST AND WHOLESALE PRICE AND SELLING OUTLET BY GEOGRAPHICAL AREAS

69¢ GOLF CAPS

| AREA | Total Direct Labor Cost per Dozen | Total Material Cost per Dozen | Total Costs per Dozen 1/ | Wholesale Selling Price per Dozen | Per Cent Mark Up (above cost) | Selling Outlet |
|---|---|---|---|---|---|---|
| NEW YORK CITY | 1.19 | [illegible] | 4.44 | 5.25 | 18.2 | Jobber |
| | 1.56 | 1.97 | 3.53 | 4.25 | 20.4 | Jobber |
| | 1.49 | 2.35 | 3.84 | 4.50 | 17.2 | Jobber |
| | 1.61 | 1.00 | 2.61 | 2.70 | 3.4 | Jobber |
| | 1.54 | 2.45 | 3.99 | 4.50 | 12.8 | Jobber |
| | 1.48 | 2.50 | 3.93 | 4.50 | 13.1 | Jobber |
| | 1.72 | 1.90 | 3.62 | 4.50 | 24.3 | |
| | 1.46 | 1.60 | 3.06 | 3.25 | 6.2 | Jobber |
| | 1.63 | 2.70 | 4.33 | 6.00 | 38.6 | Jobber |
| | 1.56 | 3.00 | 4.56 | 5.00 | 9.6 | Jobber |
| | 1.06 | 1.95 | 3.01 | 4.50 | 49.5 | Retailer |
| | 1.34 | 2.85 | 4.19 | 4.95 | 18.1 | Retailer |
| | 1.56 | 3.40 | 4.96 | 5.50 | 10.9 | Chain-Jobber |
| EAST | 1.29 | 1.59 | 2.88 | 3.37½ | 17.2 | Jobber |
| | 1.53 | 2.27 | 3.80 | 4.50 | 18.4 | Retailer |
| | 1.54 | 2.31 | 3.85 | 4.50 | 16.9 | Retailer |
| | 1.54 | 2.38 | 3.92 | 4.73 | 21.2 | Retailer |
| | .90 | 4.35 | 5.25 | 6.00 | 14.2 | Retailer |
| | 1.11 | 3.25 | 4.36 | 5.00 | 14.7 | Retailer |
| | 1.50 | 2.38 | 3.88 | 4.37½ | 12.8 | Retailer |
| | 1.47 | 3.80 | 5.27 | 6.50 | 25.3 | Retailer |
| | 1.33 | 2.35 | 3.68 | 5.50 | 49.5 | Retailer and Jobber |
| WEST | 1.56 | 2.78 | 4.34 | 6.00 | 38.2 | Chain |
| | 1.37 | 2.25 | 3.62 | 4.50 | 24.3 | Chain |
| | 1.57 | 2.46 | 4.03 | 4.90 | 21.6 | Chain |
| | 1.44 | 2.16 | 3.60 | 4.80 | 33.3 | Chain |

69¢ Golf Caps

| Area WEST (Cont'd) | Total Direct Labor Cost Per Dozen | Total Material Costs per Dozen | Total Costs per Dozen 1/ | Wholesale Selling Price per Dozen | Per Cent Mark Up | Selling Outlet |
|---|---|---|---|---|---|---|
| | 1.18 | 1.67 | 2.85 | 3.15 | 10.5 | Jobber |
| | 1.16 | 2.45 | 3.61 | 6.00 | 66.2 | Jobber |
| | 1.25 | 1.92 | 3.17 | 3.33 | 5.0 | Jobber |
| | 1.50 | 3.20 | 4.70 | 6.00 | 27.7 | Retailer |
| | 1.38 | 2.25 | 3.63 | 4.50 | 24.0 | Retailer |
| | 1.32 | 1.20 | 2.52 | 5.40 | 114.3 | Retailer |
| | 1.32 | 2.36 | 3.68 | 5.25 | 42.7 | Retailer |
| | 1.47 | 2.98 | 4.45 | 6.00 | 34.8 | Retailer |
| | 1.23 | 2.46 | 3.69 | 6.00 | 62.6 | Retailer |
| | 1.53 | 1.30 | 2.83 | 4.50 | 59.0 | Retailer |
| | 1.25 | 2.38 | 3.63 | 5.50 | 51.5 | Retailer |
| | 1.32 | 2.36 | 3.68 | 5.50 | 49.5 | Retailer |
| | 1.85 | 2.50 | 4.35 | 5.00 | 14.9 | Retailer |
| | .99 | 2.29 | 3.23 | 4.23 | 29.0 | Retailer |
| | 1.24 | 2.29 | 3.53 | 5.17 | 46.5 | Retailer |
| | 1.41 | 2.75 | 4.16 | 5.25 | 26.2 | Retailer |
| | 1.80 | 1.77 | 3.57 | 4.05 | 13.4 | Retailer |
| | 1.48 | 2.40 | 3.88 | 5.00 | 28.9 | Retailer |
| | 1.44 | 2.25 | 3.69 | 4.50 | 22.0 | " |
| | 1.55 | 2.40 | 3.95 | 5.00 | 26.6 | " |
| | 1.50 | 2.60 | 4.10 | 6.00 | 46.3 | " |
| | 1.62 | 2.18 | 3.80 | 6.00 | 57.9 | " |
| | 1.75 | 2.35 | 4.10 | 6.00 | 46.3 | " |

1/ Excluding overhead

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning, National Recovery Administration.

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CAP AND CLOTH HAT MANUFACTURING INDUSTRY

TABLE VIII E - INDIVIDUAL PLANT TOTAL DIRECT LABOR COSTS, TOTAL MATERIAL COST AND WHOLESALE AND SELLING OUTLET BY GEOGRAPHICAL AREAS

$1.00 GOLF CAPS

| AREA | Total Direct Labor Cost Per Dozen | Total Material Costs per Dozen | Total Costs per Dozen 1/ | Wholesale Selling Price Per Dozen | Per Cent Mark Up (above cost) | Selling Outlet |
|---|---|---|---|---|---|---|
| NEW YORK CITY | 1.80 | 4.57 | 6.37 | 6.75 | 6.0 | Chain |
| | 1.85 | 4.00 | 5.85 | 6.75 | 15.4 | Chain |
| | 1.83 | 4.25 | 6.08 | 7.26 | 19.4 | Chain |
| | 2.02 | 3.50 | 5.52 | 7.00 | 26.8 | Jobber |
| | 1.86 | 1.00 | 2.86 | 3.25 | 13.6 | Jobber |
| | 1.92 | 4.30 | 6.22 | 7.50 | 20.6 | " |
| | 2.20 | 4.50 | 6.70 | 7.50 | 11.9 | " |
| | 1.31 | 3.95 | 5.76 | 6.75 | 17.2 | Jobber |
| | 2.07 | 3.35 | 5.42 | 6.08 | 12.2 | Jobber |
| | 1.99 | 4.50 | 6.49 | 8.00 | 23.3 | Retailer |
| | 1.61 | 3.25 | 4.86 | 6.50 | 33.7 | Retailer |
| | 1.74 | 4.00 | 5.74 | 7.50 | 30.7 | Chain & Jobber |
| | 1.68 | 3.00 | 4.68 | 5.00 | 6.8 | Jobber & Contractor. |
| EAST | 1.83 | 3.35 | 5.18 | 5.85 | 12.9 | Jobber |
| | 2.08 | 4.21 | 6.29 | 8.00 | 27.2 | Retailer |
| | 2.16 | 4.21 | 6.37 | 8.00 | 25.6 | Retailer |
| | 2.12 | 4.17 | 6.29 | 8.00 | 27.2 | " |
| | 1.56 | 4.00 | 5.56 | 8.00 | 43.9 | " |
| | 2.02 | 2.60 | 4.62 | 8.00 | 73.2 | " |
| | 1.74 | 2.00 | 3.74 | 8.00 | 113.9 | " |
| | 2.11 | 4.61 | 6.72 | 7.75 | 15.3 | " |
| | .83 | 5.25 | 6.08 | 7.50 | 23.4 | " |
| | 1.23 | 4.96 | 6.19 | 5.94 | - 4.0 | " |
| | 2.28 | 2.50 | 4.78 | 7.50 | 57.0 | " |
| | 1.60 | 4.17 | 5.77 | 8.00 | 38.6 | Chain-Retailer |
| | 1.45 | 3.97 | 5.42 | 7.50 | 38.4 | Retailer & Jobber |
| [illegible] | [illegible] | [illegible] | [illegible] | 7.50 | 26.9 | Chain |

$1.00 Golf Caps

| AREA WEST (Cont'd) | Total Direct Labor Cost Per Dozen | Total Material Costs per Dozen | Total Costs Per Dozen | Wholesale Selling Price per Dozen | Per Cent Mark Up | Selling Outlet |
|---|---|---|---|---|---|---|
| | 1.26 | 3.80 | 5.06 | 5.85 | 15.6 | Jobber |
| | 1.21 | 3.48 | 4.69 | 7.50 | 59.9 | " |
| | 1.81 | 2.77 | 4.58 | 7.50 | 63.8 | Retailer |
| | 1.22 | 3.80 | 5.02 | 7.29 | 45.2 | Retailer |
| | 1.44 | 3.66 | 5.10 | 7.52 | 47.5 | Retailer |
| | 1.73 | 4.60 | 6.33 | 7.50 | 18.5 | " |
| | 1.50 | 3.75 | 5.25 | 7.50 | 42.9 | " |
| | 1.75 | 4.20 | 5.95 | 7.50 | 26.1 | " |
| | 2.20 | 3.72 | 5.92 | 6.75 | 14.0 | " |
| | 1.63 | 4.35 | 5.98 | 7.50 | 25.4 | " |
| | 1.48 | 4.00 | 5.48 | 7.50 | 36.9 | " |
| | 1.63 | 4.27 | 5.90 | 8.00 | 35.6 | " |
| | 1.61 | 3.69 | 5.30 | 8.00 | 50.9 | " |
| | 1.70 | 4.00 | 5.70 | 7.50 | 31.6 | " |
| | 1.58 | 4.09 | 5.67 | 8.00 | 41.1 | " |
| | 1.67 | 3.40 | 5.07 | 7.50 | 47.9 | " |
| | 1.49 | 3.88 | 5.37 | 7.00 | 30.4 | " |
| | 1.50 | 2.20 | 3.70 | 7.20 | 94.6 | " |
| | 1.15 | 3.91 | 5.06 | 7.50 | 48.2 | " |
| | 2.18 | 2.00 | 4.18 | 7.50 | 79.4 | " |
| | 1.67 | 3.84 | 5.51 | 8.00 | 45.2 | Retailer-Chain |
| | 2.25 | 4.00 | 6.25 | 7.50 | 20.0 | " |
| | 1.63 | 3.75 | 5.38 | 7.50 | 39.4 | Chain-Retailer |

1/ Excluding overhead

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning, National Recovery Administration

# SUPPLEMENTARY TABLES

The Tables contained in this supplement support with more detail summary tables contained in the body of the report. For convenience in referring to them each table in the supplement is given the same number as the Table to which it pertains (with the addition of a letter thereafter). Thus IX-A refers to Table IX in the body of the report.

TABLE IX - A. INDIVIDUAL PLANT TOTAL DIRECT LABOR COSTS AND EFFICIENCIES

The labor efficiency is compared with the labor cost (by dozens of caps) in the following table. Each labor cost figure and the corresponding efficiency figure applies to one factory. This relation to one factory does not hold true for the different price groups, i.e., one line across the page does not represent one factory only.

The labor costs are arranged in ascending order.

| Area | 25¢ Golf Cap | | 39¢ Golf Cap | | 59¢ Golf Cap | | 69¢ Golf Cap | | $1.00 Golf Cap | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Labor Cost 1/ | Efficiency 2/ | Labor Cost 1/ | Efficiency 2/ | Labor Cost 1/ | Efficiency 2/ | Labor Cost 1/ | Efficiency 2/ | Labor Cost 1/ | Efficiency 2/ |
| ew York City | $ .55 | - | $ .76 | - | $1.07 | 21.4 | $ .83 | 30.1 | $1.51 | 16.6 |
| | .59 | - | .83 | 32.6 | 1.11 | - | 1.06 | 26.7 | 1.61 | 19.7 |
| | .62 | 28.7 | .89 | 33.4 | 1.11 | 20.0 | 1.19 | 22.0 | 1.68 | 16.5 |
| | .90 | 45.7 | .98 | 27.1 | 1.15 | 21.5 | 1.30 | 20.3 | 1.74 | 21.0 |
| | .92 | 35.3 | 1.04 | 22.5 | 1.15 | 29.0 | 1.34 | 18.6 | 1.79 | 18.8 |
| | .94 | 25.0 | 1.06 | 28.2 | 1.16 | 27.0 | 1.43 | 18.8 | 1.80 | 21.8 |
| | .94 | 32.7 | 1.06 | 30.3 | 1.19 | 19.3 | 1.46 | 22.5 | 1.81 | 21.8 |
| | 1.04 | 27.4 | 1.13 | 18.8 | 1.23 | 25.4 | 1.48 | 22.0 | 1.83 | 16.7 |
| | 1.04 | 31.8 | 1.13 | 29.0 | 1.27 | 19.1 | 1.49 | 21.5 | 1.85 | 19.7 |
| | 1.04 | 32.8 | 1.16 | 26.5 | 1.28 | 25.5 | 1.54 | 17.6 | 1.85 | 20.1 |
| | 1.28 | 23.6 | 1.17 | 25.0 | 1.35 | 26.7 | 1.56 | 17.7 | 1.86 | 18.6 |
| | | | 1.28 | 23.0 | 1.54 | 19.8 | 1.56 | 20.9 | 1.92 | 15.7 |
| | | | 1.30 | 24.0 | 1.60 | 18.6 | 1.56 | 26.1 | 1.99 | - |
| | | | 1.31 | 22.6 | | | 1.61 | 18.6 | 2.02 | - |
| | | | 1.32 | 25.3 | | | 1.63 | 21.4 | 2.07 | 15.4 |
| | | | 1.34 | 20.3 | | | 1.64 | 18.9 | 2.20 | 14.3 |
| | | | 1.40 | 21.1 | | | 1.72 | 17.7 | | |
| | | | 1.44 | 21.1 | | | 1.99 | 24.6 | | |
| | | | 1.48 | 21.0 | | | | | | |
| | | | 1.62 | 30.4 | | | | | | |
| | | | 2.04 | 21.4 | | | | | | |
| ast | .50 | 32.3 | .64 | 27.8 | .75 | 11.5 | .67 | 25.0 | .83 | - |
| | .55 | 24.2 | 1.54 | 22.0 | 1.07 | 10.0 | .90 | - | 1.23 | - |
| | .56 | 14.1 | - | - | 1.47 | 15.0 | 1.11 | 14.2 | 1.45 | - |
| | .61 | 31.7 | | | | | 1.29 | 22.4 | 1.56 | 20.1 |
| | .83 | 29.5 | | | | | 1.33 | - | 1.60 | 14.1 |
| | | | | | | | 1.47 | 15.0 | 1.74 | - |
| | | | | | | | 1.49 | 15.5 | 1.83 | 17.3 |
| | | | | | | | 1.50 | - | 2.02 | - |
| | | | | | | | 1.53 | - | 2.08 | - |
| | | | | | | | 1.54 | 13.5 | 2.11 | 11.8 |
| | | | | | | | 1.54 | 19.0 | 2.12 | 13.9 |
| | | | | | | | | | 2.16 | 17.6 |
| | | | | | | | | | 2.28 | 9.2 |
| West | .52 | 35.1 | .83 | 25.2 | .89 | 21.2 | .98 | 20.1 | 1.15 | 15.0 |
| | .55 | - | .94 | 18.4 | .99 | 17.7 | .99 | 14.2 | 1.21 | 17.9 |
| | .55 | 25.1 | 1.01 | - | 1.00 | 20.8 | 1.16 | 16.8 | 1.22 | 13.6 |
| | .57 | 36.8 | 1.04 | 15.1 | 1.09 | 16.9 | 1.18 | 15.5 | 1.26 | 15.7 |
| | .64 | 25.0 | 1.06 | 12.3 | 1.22 | 14.3 | 1.23 | 15.2 | 1.44 | 11.8 |
| | .64 | 30.0 | 1.14 | 15.6 | 1.22 | 15.8 | 1.24 | 13.0 | 1.48 | 17.3 |
| | .65 | 28.8 | 1.19 | 13.8 | 1.31 | 17.8 | 1.25 | 11.7 | 1.49 | 11.3 |
| | .66 | 28.8 | 1.27 | 14.1 | | | 1.25 | 14.6 | 1.50 | 13.0 |
| | .68 | - | 1.53 | 11.3 | | | 1.32 | 17.6 | 1.50 | 14.2 |
| | .68 | - | | | | | 1.32 | 15.5 | 1.52 | 13.3 |
| | .68 | 25.2 | | | | | 1.32 | 15.8 | 1.53 | 14.8 |
| | .71 | 24.5 | | | | | 1.37 | 13.3 | 1.56 | 11.7 |
| | .73 | - | | | | | 1.38 | 10.0 | 1.58 | 9.9 |
| | .74 | 25.9 | | | | | 1.41 | 11.2 | 1.58 | 14.4 |
| | .74 | 29.2 | | | | | 1.44 | - | 1.61 | 11.6 |
| | .75 | - | | | | | 1.44 | 15.1 | 1.63 | 8.0 |
| | .79 | 21.0 | | | | | 1.47 | 12.7 | 1.63 | 10.0 |
| | .82 | 19.2 | | | | | 1.48 | 17.3 | 1.63 | 12.0 |
| | | | | | | | 1.50 | 12.2 | 1.67 | 12.4 |
| | | | | | | | 1.50 | 14.0 | 1.67 | 19.1 |
| | | | | | | | 1.53 | 13.0 | 1.70 | 9.8 |
| | | | | | | | 1.55 | - | 1.71 | 16.1 |
| | | | | | | | 1.56 | 12.0 | 1.73 | 9.2 |
| | | | | | | | 1.57 | 17.5 | 1.75 | 14.0 |
| | | | | | | | 1.57 | 18.1 | 1.81 | 9.6 |
| | | | | | | | 1.62 | 20.7 | 2.00 | 10.0 |
| | | | | | | | 1.75 | 11.5 | 2.18 | 10.6 |
| | | | | | | | 1.80 | 11.1 | 2.20 | 8.0 |
| | | | | | | | 1.85 | 13.0 | 2.25 | 11.5 |

1/ Labor Cost - Amount of Total Direct Labor Cost per Dozen of Caps.

2/ Efficiency - Number of Dozens of Caps per Employee per 40 Hour Week.

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research & Planning

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Table X-A - Individual Plant Labor Costs and Efficiencies by Geographical Areas

25¢ Cap

| AREA | Cutting | | Operating | | Lining Making | | Blocking | | Packing | | Other | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week |
| New York City | | | | | | | | | | | | |
| | .14 | 300 | .60 | 58 | .06 | 350 | .08 | 300 | .06 | 250 | - | - |
| | .17 | 180 | .55 | 49 | .07½ | 200 | .13 | 270 | .10 | 270 | - | - |
| | .15 | 400 | .65 | 60 | .07 | 300 | .10 | 250 | .07 | 250 | - | - |
| | .16 | 170 | .84 | 40 | .09 | 240 | .11 | 275 | .08 | 275 | - | - |
| | .08 | 540 | .84 | - | - | - | .11 | 300 | .07 | 450 | - | - |
| | .07 | 500 | .30 | - | - | - | .08 | 300 | .05 | 440 | .09 | - |
| | .11 | 300 | - | - | - | - | .10 | 300 | .08 | 275 | - | - |
| | .10 | 300 | .72 | 48 | .10 | 250 | .12 | 300 | - | - | - | - |
| | .14⅓ | 200 | .60 | - | - | - | .14 | 300 | .08 | 300 | - | - |
| | .10 | 230 | .17 | 155 | - | - | .04 | 750 | .03 | 275 | .28 | 54 |
| East | .05 | 500 | .36 | 54 | .05 | 360 | .07 | 300 | .05 | 360 | .03 | 500 |
| | .05 | 440 | .31 | 49 | - | - | .09 | 240 | - | - | .05 | 250 |
| | .07 | 450 | .30 | 18 | - | - | .06 | 300 | .06 | 500 | - | - |
| | .04 | 450 | - | 18 | - | - | - | - | - | - | - | - |
| | .08 | 450 | .29 | - | .03¾ | - | .06⅔ | 300 | .04⅓ | 500 | .03⅓ | - |
| | .08 | - | .30 | - | - | - | .08 | - | .05 | - | .05 | - |
| West | .15 | 150 | .33 | - | .05 | 300 | .10 | 150 | - | - | .10 | 150 |
| | .10 | 300 | .38 | 47 | .04 | 375 | .08 | 250 | .06 | 420 | .08 | 200 |
| | .11⅓ | 300 | .31 | 52 | .05 | 325 | .10 | 250 | .04 | 375 | .04 | 400 |
| | .10 | 250 | .30 | 52 | - | - | .07 | 350 | .05 | 400 | - | - |
| | .10 | 300 | .45 | - | - | - | .09 | - | - | - | - | - |
| | .10 | 300 | .38 | 47 | .04 | 375 | .08 | 250 | .06 | 420 | .08 | 200 |
| | .10 | 200 | .38 | 43 | - | - | .12 | 150 | .08 | 200 | - | - |
| | .06 | 500 | .33 | 68 | - | - | .06 | 400 | .06 | 250 | .06 | 250 |
| | .08 | 300 | .45 | 38 | - | - | .08 | 240 | .10 | 140 | - | - |
| | .11 | 190 | .33 | 42 | - | - | .11 | 200 | .09 | 167 | - | - |
| | .20 | 145 | .32 | 47 | - | - | .06 | 250 | .03 | 500 | .18 | 74 |
| | .06⅔ | 250 | .48 | 31 | - | - | .10 | 200 | .08⅓ | 120 | .08⅓ | 180 |
| | .10 | 250 | .39 | 56 | - | - | .10 | 250 | .05 | 250 | .10 | 250 |
| | .10 | 250 | - | - | - | - | .08 | 240 | - | - | - | - |
| | .06⅔ | 250 | - | - | .05 | 325 | .10 | 250 | - | - | .05 | 250 |
| | .10 | 250 | - | - | - | - | .08 | 250 | .10 | 150 | - | - |
| | .10 | 250 | .30 | 50 | - | - | .10 | 250 | .05 | 250 | - | - |
| | .08⅓ | 250 | .36 | 48 | - | - | .10 | 240 | .10 | 180 | - | - |

Source: Questionnaires sent out by the Industry Reporting, Division of Research and Planning

OF THE CLOTH HAT MANUFACTURING INDUSTRY

Table V-B - Individual Plant Labor Costs and Efficiencies by Geographical Areas

39¢ Golf Caps

| AREA | Cutting | | Operating | | Lining Making | | Blocking | | Packing | | Other | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week |
| New York City | .20 | 150 | .89 | 35 | .09 | 240 | .14 | 250 | .08 | 250 | - | - |
| | .17 | 270 | 1.02 | 45 | .12 | 240 | .15½ | 300 | .10 | 270 | - | - |
| | .16 | 200 | .63 1/3 | 45 | - | - | .13 | 230 | .10 | 250 | - | - |
| | .20 | 200 | - | - | .09 | 240 | - | - | - | - | - | - |
| | .25 | 120 | .72 | 44 | .10 | 270 | .14 | 270 | .09 | 300 | - | - |
| | .20 | 250 | .75 | 42 | .12 | 200 | .15 | 240 | .10 | 300 | - | - |
| | .15 | 200 | .84 | - | .09 | 240 | .10 | 250 | .08 | 308 | - | - |
| | .18 | 180 | .49 | 49 | .08 | 270 | .13 | 250 | .10 | 300 | - | - |
| | .25 | 120 | .91 | 36 | .09 | 230 | .13 | 270 | .10 | 300 | - | - |
| | .15 | 200 | .11 | 250 | .09 | 240 | .11 | 250 | .10 | 300 | - | - |
| | .20 | 200 | .75 | 45 | .08 | 240 | .15 | 240 | .10 | 210 | - | - |
| | .10 | 300 | .80 | 40 | - | - | .15 | 250 | .08 | 300 | - | - |
| | .15 | 200 | .14 | 250 | .13 | 210 | .14 | 250 | .08 | 250 | - | - |
| | .25 | 200 | .77 | 37 | .08 | 240 | .13 | 240 | .08 | 270 | - | - |
| | .16 | 150 | 1.00 | 35 | .09 | 240 | .11 | 250 | .08 | 250 | - | - |
| | .10 | 200 | .45 | - | .06 | 240 | .10 | 250 | .05 | 200 | - | - |
| | .30 | 200 | .64 | 36 | .09 | 225 | .14 | 200 | .09 | 250 | - | - |
| | .20 | 240 | .55 | 60 | .10 | 240 | .14 | 250 | .07 | 250 | - | - |
| | .24 | 115 | .83 | 35 | .09 | 250 | .10 | 250 | .08 | 250 | - | - |
| | .17 | 180 | .59 | 38 | .09 | 240 | .10 | 250 | .09 | 250 | - | - |
| East | .05 | 440 | .38 | 39 | .06 | 740 | .09 | 240 | .09 | - | .06 | 225 |
| | .10 | 450 | - | - | - | - | .09 | 300 | .11 | 400 | .14 | 250 |
| West | .20 | 100 | .43 | - | .05 | 300 | .15 | 100 | .05 | 300 | .15 | 100 |
| | .19 | 75 | .53 | 25 | .08 | 150 | .14 | 85 | .07 | 180 | .05 | 200 |
| | .22 | 100 | .82 | 20 | .12 | 125 | .15 | 175 | .12 | 125 | .10 | 150 |
| | .21 | 109 | .66 | 26 | .08 | 190 | .09 | 250 | .10 | 140 | - | - |
| | .25 | 84 | .42 | 35 | .07 | 214 | .06 | 250 | .03 | 500 | .21 | 65 |
| | .19 | 103 | .63 | 25 | .08½ | 180 | .09½ | 180 | .09½ | 180 | .09½ | 180 |
| | .29 | 120 | .31 | 52 | .05 | 325 | .10 | 250 | .04 | 375 | .04 | 400 |
| | .19 | 116 | .39 | 45 | .06½ | 250 | .08½ | 250 | .05 | 250 | .15 | 86 |
| | .22½ | 120 | .50 | 30 | .12½ | 120 | .11 | 250 | - | - | - | - |

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning

Table X-C - Individual Plant Labor Costs and Efficiencies by Geographical Areas

59¢ Golf Cap

| AREA | Cutting | | Operating | | Lining Making | | Blocking | | Packing | | Other | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr Week |
| New York City | .15 | 200 | .80 | - | .07 | 240 | .11 | 200 | .11 | 200 | - | - |
| | .22 | 110 | .79 | 32 | .09 | 40 | .12 | 210 | .05 | 300 | - | - |
| | .20 | 200 | .53 | - | .07 | 240 | .09 | 245 | .05 | 300 | .17½ | 125 |
| | .17 | 180 | .71 | 50 | .10 | 225 | .11 | 270 | .07 | 300 | - | - |
| | .12½ | 240 | .95 | 40 | .14 | 240 | .13½ | 240 | - | - | - | - |
| | .19 | 200 | .65 | - | - | - | .15 | 200 | .08 | 300 | - | - |
| | .23 | 180 | .69 | 48 | .11 | 200 | .15 | 240 | .10 | 270 | - | - |
| | .16 | 200 | .70 | 54 | .10 | 250 | .12 | 250 | .07 | 360 | - | - |
| | .18 | 200 | .74 | - | .09 | 225 | .14 | 200 | .09 | 250 | - | - |
| | .18 | 180 | .70 | 45 | .08 | 270 | .15 | 240 | .12 | 240 | - | - |
| | .23 | 150 | .92 | 33 | .11 | 210 | .15 | 240 | .13 | 240 | - | - |
| | .25 | 130 | 1.01 | 30 | .11 | 215 | .14 | 250 | .09 | 250 | - | - |
| East | .16½ | - | .50 | 42 | .12 | - | - | - | - | - | - | - |
| | .33 | - | .53 | - | .08 | - | .15 | - | .07 | - | .10 | - |
| West | .19 | 115 | .76 | 36 | .07 | 210 | .14 | 220 | .06 | 259 | .09 | 168 |
| | .17½ | 200 | .43 | 40 | .07 | 275 | .15 | 200 | .07 | 300 | .10 | 165 |
| | .20 | 150 | .74 | - | .11 | 125 | .17 | 110 | - | - | - | - |
| | .14 | 180 | .67 | 31 | .08 | 200 | .20 | 75 | - | - | - | - |
| | .16 | 180 | .45 | 40 | .05 | 300 | .07 | 300 | .06 | 250 | .10 | 175 |
| | .14 | 180 | .50 | 35 | .07 | 320 | .16 | 160 | - | - | - | - |
| | .14 | 180 | .59 | 29 | .12 | 125 | .17 | 110 | .10 | 150 | .10 | 150 |

Source: Questionnair[illegible] out by the Industry Reporting Unit, Division of Research and Planning

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Table X-D - Individual Plant Labor Costs and Efficiencies by Geographical Areas

69¢ Golf Cap

| AREA | Cutting | | Operating | | Lining Making | | Blocking | | Packing | | Other | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr Week |
| New York City | .18 | 270 | 1.31 | .43 | .14 | 240 | .24 | 180 | .12 | 240 | - | - |
| | .20 | - | .86 | - | .11 | - | .16 | 200 | .10 | 240 | - | - |
| | .25 | 120 | - | - | .11 | 200 | .14 | 200 | .10 | 240 | - | - |
| | .27 | 120 | .93 | 36 | .11 | 250 | .14 | 250 | .11 | 270 | - | - |
| | .20 | 120 | - | - | - | - | .14 | 250 | .10 | - | - | - |
| | .18 | 180 | .57 | 48 | .08 | 300 | .13 | 250 | .10 | 270 | - | - |
| | .25 | 120 | .86 | 40 | .11 | 220 | .16 | 220 | .11 | 240 | - | - |
| | .22 | 120 | 1.01 | - | .12 | - | .18 | 200 | .11 | - | - | - |
| | .25 | 100 | .99 | 34 | .11 | 180 | .16 | 240 | .10 | 240 | - | - |
| | .25 | 120 | .86 | 35 | .18 | 120 | .15 | 165 | .10 | 180 | - | - |
| | .20 | 175 | .90 | 40 | .10 | 210 | .16 | 200 | .12 | 200 | - | - |
| | .19 | 150 | 1.00 | 33 | .13 | 210 | .15 | 160 | .10 | 240 | .15 | 240 |
| | .18 | 120 | - | 39 | .09 | 240 | .14 | 150 | .10 | 220 | - | - |
| | .25 | 120 | .89 | - | .09 | - | .14 | 200 | .09 | - | - | - |
| | .14⅜ | 150 | - | - | - | - | .16 | 200 | .10 | 240 | - | - |
| | .26 | 180 | .93 | 50 | .12 | 210 | .14 | 210 | .11 | 210 | - | - |
| | .22 | 180 | 1.05 | 35 | .09 | 240 | .15 | 240 | .12 | 240 | - | - |
| | .26 | 105 | 1.00 | 30 | .10 | 210 | .11 | 235 | .09 | 225 | - | - |
| | .20 | 150 | .83 | 30 | .10 | 210 | .11 | 225 | .10 | 225 | - | - |
| East | .20 | 193 | - | - | .08 | 400 | .12 | 250 | .10 | 250 | - | - |
| | .15 | 180 | .33 | 45 | .04 | 420 | .06 | 270 | .04 | 320 | .04 | 325 |
| | .21 | 120 | - | - | .10 | - | .20 | - | .10 | - | - | - |
| | .25 | 125 | .80 | 25 | - | - | .24 | 125 | .10 | 125 | .15 | 100 |
| | .24 | 113 | .84 | 46 | .10 | 250 | .14 | 250 | .11 | 225 | .11 | 140 |
| | .20 | 125 | .80 | - | .09⅛ | - | .20 | - | .15 | - | - | - |
| | .25 | 74 | .77 | - | - | - | .20 | - | .10 | - | .18 | - |
| | .25 | 88 | - | - | - | - | .20 | 110 | - | - | - | - |
| West | .25 | 100 | .73 | 25 | .15 | 100 | .17 | 110 | .10 | 150 | .10 | 150 |
| | .28 | 70 | .68 | 20 | .09 | 150 | .17 | 75 | .08 | 180 | .11 | 100 |
| | .23 | 108 | .78 | 25 | .10 | 200 | .17 | 148 | .05 | 340 | - | - |
| | .25 | 100 | .48 | 42 | .12 | 167 | .17 | 117 | .10 | 220 | .20 | 100 |
| | .25 | 120 | .82 | 20 | .15 | 125 | .15 | 175 | .10 | 150 | - | - |
| | .15 | 100 | .60 | 34 | .08 | 280 | .20 | 120 | .20 | 70 | - | - |
| | .28 | 71 | .79 | 25 | .16⅜ | 120 | .16 | 125 | .13 | 150 | - | - |
| | .20 | 100 | .69 | 25 | .08 | 200 | .20 | 125 | .07⅛ | 200 | - | - |
| | .25 | 132 | .64 | 38 | .08 | 300 | .13 | 200 | .07⅛ | 200 | .14 | 107 |
| | .29 | 155 | .82 | 30 | .09 | 250 | .25 | 100 | .15 | 100 | .25 | 75 |
| | .30 | 83 | .62 | 28 | .17 | 125 | .16 | 150 | .10 | 200 | .21 | 62 |
| | .29 | 83 | .73 | 23 | .09 | 166 | .14 | 160 | .12 | 125 | - | - |
| | .18 | 16 | .41 | 29 | .07 | 200 | .11 | 160 | .15 | 100 | .07 | 175 |
| | .25 | 90 | .54 | 28 | .07⅛ | 200 | .09 | 175 | .04⅛ | 333 | .23 | 59 |
| | .24⅛ | 80 | .54 | 28 | .08 | 180 | .12⅛ | 120 | .12⅛ | 120 | .29 | 52 |
| | .28 | 72 | .84 | - | .20 | 125 | .20 | 125 | .18 | 100 | .10 | 130 |
| | .25 | 132 | .93 | 35 | .07 | 210 | .15 | 210 | .06⅛ | 238 | .10 | 145 |
| | .29 | 108 | .81 | 37 | .10 | 200 | .17 | 200 | .10 | 200 | .10 | 250 |
| | .29 | 100 | .84 | 30 | .08 | 250 | .17 | 200 | .10 | 180 | - | - |
| | .29 | 100 | .81 | 27 | .09 | 150 | .17 | 125 | .07⅛ | 200 | - | - |
| | .28 | 72 | .48 | 40 | .07⅛ | 250 | .12⅛ | 200 | .06⅛ | 200 | .15 | 86 |
| | .30 | 83 | - | - | .13 | 125 | .13⅛ | 150 | - | - | - | - |
| | .32 | 80 | - | - | - | - | .17 | 125 | .15 | - | - | - |
| | .35 | 77 | .95 | 16 | .12 | 125 | .15 | 150 | .05 | 260 | - | - |
| | .24 | 105 | .45 | 39 | .07 | 250 | .08 | 300 | .06 | 250 | .26 | 75 |
| | .26 | 100 | .94 | - | .09 | 200 | .16 | 125 | .10 | 150 | - | - |
| | .16⅜ | 120 | .49 | 39 | .10 | 200 | .12 | 200 | .10 | 180 | - | - |

Source: Questionnaires sent out by Industry Reporting Unit, Division of Research and Planning

CAP AND CLOTH HAT MANUFACTURING INDUSTRY

Table X-E - Individual Plant Labor Costs and Efficiencies by Geographical Areas

100¢ Golf Cap

| AREA | Cutting | | Operating | | Lining Making | | Blocking | | Packing | | Other | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week | Amount per dozen Caps | Number of doz. caps per Emp. per 40 hr. Week |
| New York City | .25 | - | 1.30 | - | .15 | - | .20 | - | .12 | - | - | - |
| | .27 | 200 | 1.06 | 38 | .13 | 200 | .20 | 200 | .14 | 220 | - | - |
| | .27 | 95 | 1.05 | - | .29 | 51 | .25 | - | .13 | - | - | - |
| | .20 | 180 | 1.20 | 33 | .13 | 210 | .22 | 150 | .10 | 300 | - | - |
| | .25 | 100 | 1.19 | 34 | .14 | 180 | .16 | 240 | .12 | 240 | - | - |
| | .27 | 100 | - | 24 | - | - | .16 | 150 | .12 | 180 | - | - |
| | .24 | 120 | 1.32 | 25 | .14 | 170 | .20 | 150 | .15 | 200 | .15 | 240 |
| | .25 | 100 | - | - | - | - | .16 | 220 | .11 | 250 | .25 | 150 |
| | .25 | 150 | 1.14 | 39 | .14 | 210 | .16 | 210 | .12 | 250 | - | - |
| | .28 | 150 | 1.03 | 40 | .14 | 180 | .17 | 180 | .12 | 200 | - | - |
| | .25 | 150 | 1.12 | 33 | .14 | 145 | .16 | 200 | .12 | 240 | - | - |
| | .27 | 100 | 1.09 | 28 | .11 | 200 | .12 | 210 | .09 | 229 | - | - |
| | .35 | 100 | 1.00 | 30 | .15 | 150 | .18 | 200 | .15 | 200 | - | - |
| | .25 | 120 | 1.35 | 25 | .20 | 120 | .16 | 225 | .11 | 250 | - | - |
| | .25 | 120 | .91 | - | .12 | 180 | .12 | 200 | .11 | 200 | - | - |
| East | .25 | 157 | 1.18 | 26 | .10 | 350 | .20 | 200 | .10 | 200 | - | - |
| | .33 | - | 1.25 | - | .15 | - | .25 | - | .10 | - | - | - |
| | .31 | - | 1.25 | - | - | - | .25 | - | .10 | - | .25 | - |
| | .33 | 117 | 1.21 | 29 | .15 | 100 | .22 | 125 | .14 | 175 | .07 | 200 |
| | .25 | 100 | 1.00 | - | - | - | .19 | 160 | .12 | 200 | - | - |
| | .26½ | - | - | - | .15 | - | .25 | - | .10 | - | - | - |
| | .20 | - | .80 | - | .09½ | - | .20 | - | .15 | - | - | - |
| | .31½ | - | - | - | - | - | .25 | - | - | - | .05 | 550 |
| | .31 | 60 | 1.25 | - | - | - | .25 | - | .10 | - | .20 | - |
| | .25 | 100 | .66 | 30 | - | - | - | - | - | - | - | - |
| | .25 | 88 | - | 25 | - | - | .20 | - | - | - | - | - |
| | .20 | - | .55 | - | .10 | - | .08 | - | .05 | - | .25 | - |
| | .26 | 100 | 1.47 | - | - | - | .25 | - | .15 | 100 | .15 | 100 |
| | .33 | - | .95 | - | .08 | - | .15 | - | .07 | - | .10 | - |
| West | .37 | 55 | .60 | - | .12 | 125 | .22 | 65 | .08 | 180 | .11 | 100 |
| | .23 | 109 | .84 | 23 | .15 | 167 | .22 | 125 | .06 | 283 | - | - |
| | .25 | 100 | .78 | 26 | .05 | 200 | .19 | 125 | .07½ | 200 | - | - |
| | .30 | 100 | .74 | 34 | .08 | 275 | .17 | 150 | .15 | 100 | .14 | 108 |
| | .45 | 50 | 1.25 | 20 | .18 | 80 | .20 | 200 | .10 | 140 | - | - |
| | .29 | 83 | .81 | 21 | .09 | 167 | .22 | 100 | .15 | 100 | - | - |
| | .34 | 78 | 1.15 | 12 | .12 | 125 | .15 | 150 | .25 | 260 | - | - |
| | .23 | 108 | .57 | 27 | .07 | 180 | .14½ | 160 | .15 | 100 | .07 | 175 |
| | .30 | 96 | .68 | 24 | .09 | 167 | .10 | 150 | .04½ | 333 | .23 | 58 |
| | .43 | 46 | .85 | 20 | .08 | 180 | .12½ | 120 | .12½ | 120 | .12½ | 120 |
| | .27 | 140 | .97 | 32 | .09½ | 180 | .18 | 210 | .07 | 221 | .12 | 123 |
| | .32 | - | .91 | - | - | - | .25 | - | .15 | - | - | - |
| | .29 | 100 | .84 | 30 | .08 | 250 | .17 | 200 | .10 | 180 | - | - |
| | .17 | 125 | .59 | 36 | .08 | 240 | .12½ | 200 | .08½ | 150 | .16 | 83 |
| | .29 | 85 | .80 | 24 | .12 | 125 | .22 | 110 | .10 | 150 | .10 | 150 |
| | .29 | 85 | .53 | - | .16 | - | .22 | - | .13 | 150 | .28 | - |
| | .25 | 100 | .90 | 18 | .20 | 75 | .20 | 150 | - | - | - | - |
| | .29 | 85 | .72 | 29 | .15 | 160 | .21 | 120 | .10 | 140 | .12 | 117 |
| | .35 | 98 | .68 | 28 | .17 | 125 | .20 | 125 | .10 | 200 | .17 | 76 |
| | .29 | 100 | .81 | 27 | .09 | 150 | .25 | 125 | .09 | 150 | - | - |
| | .22½ | 120 | .50 | 30 | .12½ | 120 | .35 | 120 | .15 | 120 | .17 | 117 |
| | .25 | 100 | .77 | 20 | .15 | 100 | .20 | 100 | .13 | 100 | .13 | 100 |
| | .24 | 110 | .48 | 36 | .07 | 250 | .08 | 325 | .06 | 250 | .16 | 126 |

Source: Questionnaires sent out by the Industry Reporting Unit, Division of Research and Planning

OFFICE OF THE NATIONAL RECOVERY ADMINISTRATION
THE DIVISION OF REVIEW

# THE WORK OF THE DIVISION OF REVIEW

Executive Order No. 7075, dated June 15, 1935, established the Division of Review of the National Recovery Administration. The pertinent part of the Executive Order reads thus:

> The Division of Review shall assemble, analyze, and report upon the statistical information and records of experience of the operations of the various trades and industries heretofore subject to codes of fair competition, shall study the effects of such codes upon trade, industrial and labor conditions in general, and other related matters, shall make available for the protection and promotion of the public interest an adequate review of the effects of the Administration of Title I of the National Industrial Recovery Act, and the principles and policies put into effect thereunder, and shall otherwise aid the President in carrying out his functions under the said Title. I hereby appoint Leon C. Marshall, Director of the Division of Review.

The study sections set up in the Division of Review covered these areas: industry studies, foreign trade studies, labor studies, trade practice studies, statistical studies, legal studies, administration studies, miscellaneous studies, and the writing of code histories. The materials which were produced by these sections are indicated below.

Except for the Code Histories, all items mentioned below are scheduled to be in mimeographed form by April 1, 1936.

## THE CODE HISTORIES

The Code Histories are documented accounts of the formation and administration of the codes. They contain the definition of the industry and the principal products thereof; the classes of members in the industry; the history of code formation including an account of the sponsoring organizations, the conferences, negotiations and hearings which were held, and the activities in connection with obtaining approval of the code; the history of the administration of the code, covering the organization and operation of the code authority, the difficulties encountered in administration, the extent of compliance or non-compliance, and the general success or lack of success of the code; and an analysis of the operation of code provisions dealing with wages, hours, trade practices, and other provisions. These and other matters are canvassed not only in terms of the materials to be found in the files, but also in terms of the experiences of the deputies and others concerned with code formation and administration.

The Code Histories, (including histories of certain NRA units or agencies) are not mimeographed. They are to be turned over to the Department of Commerce in typewritten form. All told, approximately eight hundred and fifty (850) histories will be completed. This number includes all of the approved codes and some of the unapproved codes. (In Work Materials No. 18, Contents of Code Histories, will be found the outline which governed the preparation of Code Histories.)

(In the case of all approved codes and also in the case of some codes not carried to final approval, there are in NRA files further materials on industries. Particularly worthy of mention are the Volumes I, II and III which constitute the material officially submitted to the President in support of the recommendation for approval of each code. These volumes

set forth the origination of the code, the sponsoring group, the evidence advanced to support the proposal, the report of the Division of Research and Planning on the industry, the recommendations of the various Advisory Boards, certain types of official correspondence, the transcript of the formal hearing, and other pertinent matter. There is also much official information relating to amendments, interpretations, exemptions, and other rulings. The materials mentioned in this paragraph were of course not a part of the work of the Division of Review.)

## THE WORK MATERIALS SERIES

In the work of the Division of Review a considerable number of studies and compilations of data (other than those noted below in the Evidence Studies Series and the Statistical Material Series) have been made. These are listed below, grouped according to the character of the material. (In Work Materials No. 17, Tentative Outlines and Summaries of Studies in Process, these materials are fully described).

### Industry Studies

Automobile Industry, An Economic Survey of
Bituminous Coal Industry under Free Competition and Code Regulation, Economic Survey of
Electrical Manufacturing Industry, The
Fertilizer Industry, The
Fishery Industry and the Fishery Codes
Fishermen and Fishing Craft, Earnings of
Foreign Trade under the National Industrial Recovery Act
  Part A - Competitive Position of the United States in International Trade 1927-29 through 1934.
  Part B - Section 3 (e) of NIRA and its administration.
  Part C - Imports and Importing under NRA Codes.
  Part D - Exports and Exporting under NRA Codes.
Forest Products Industries, Foreign Trade Study of the
Iron and Steel Industry, The
Knitting Industries, The
Leather and Shoe Industries, The
Lumber and Timber Products Industry, Economic Problems of the
Men's Clothing Industry, The
Millinery Industry, The
Motion Picture Industry, The
Migration of Industry, The: The Shift of Twenty-Five Needle Trades From New York State, 1926 to 1934
National Labor Income by Months, 1929-35
Paper Industry, The
Production, Prices, Employment and Payrolls in Industry, Agriculture and Railway Transportation, January 1923, to date
Retail Trades Study, The
Rubber Industry Study, The
Textile Industry in the United Kingdom, France, Germany, Italy, and Japan
Textile Yarns and Fabrics
Tobacco Industry, The
Wholesale Trades Study, The
Women's Neckwear and Scarf Industry, Financial and Labor Data on

## Trade Practice Studies



## Labor Studies



## Administrative Studies

## Legal Studies

## THE EVIDENCE STUDIES SERIES

The Evidence Studies were originally undertaken to gather material for pending court cases. After the Schechter decision the project was continued in order to assemble data for use in connection with the studies of the Division of Review. The data are particularly concerned with the nature, size and operations of the industry; and with the relation of the industry to interstate commerce. The industries covered by the Evidence Studies account for more than one-half of the total number of workers under codes. The list of these studies follows:

Automobile Manufacturing Industry
Automotive Parts and Equipment Industry
Baking Industry
Boot and Shoe Manufacturing Industry
Bottled Soft Drink Industry
Builders' Supplies Industry
Canning Industry
Chemical Manufacturing Industry
Cigar Manufacturing Industry
Coat and Suit Industry
Construction Industry
Cotton Garment Industry
Dress Manufacturing Industry
Electrical Contracting Industry
Electrical Manufacturing Industry
Fabricated Metal Products Mfg. and Metal Finishing and Metal Coating Industry
Fishery Industry
Furniture Manufacturing Industry
General Contractors Industry
Graphic Arts Industry
Gray Iron Foundry Industry
Hosiery Industry
Infant's and Children's Wear Industry
Iron and Steel Industry
Leather Industry
Lumber and Timber Products Industry
Mason Contractors Industry
Men's Clothing Industry
Motion Picture Industry
Motor Vehicle Retailing Trade
Needlework Industry of Puerto Rico
Painting and Paperhanging Industry
Photo Engraving Industry
Plumbing Contracting Industry
Retail Lumber Industry
Retail Trade Industry
Retail Tire and Battery Trade Industry
Rubber Manufacturing Industry
Rubber Tire Manufacturing Industry
Shipbuilding Industry
Silk Textile Industry
Structural Clay Products Industry
Throwing Industry
Trucking Industry
Waste Materials Industry
Wholesale and Retail Food Industry
Wholesale Fresh Fruit and Vegetable Industry
Wool Textile Industry

## THE STATISTICAL MATERIALS SERIES

This series is supplementary to the Evidence Studies Series. The reports include data on establishments, firms, employment, payrolls, wages, hours, production capacities, shipments, sales, consumption, stocks, prices, material costs, failures, exports and imports. They also include notes on the principal qualifications that should be observed in using the data, the technical methods employed, and the applicability of the material to the study of the industries concerned. The following numbers appear in the series:
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Asphalt Shingle and Roofing Industry
Business Furniture
Candy Manufacturing Industry
Carpet and Rug Industry
Cement Industry
Cleaning and Dyeing Trade
Coffee Industry
Copper and Brass Mill Products Industry
Cotton Textile Industry
Electrical Manufacturing Industry
Fertilizer Industry
Funeral Supply Industry
Glass Container Industry
Ice Manufacturing Industry
Knitted Outerwear Industry
Paint, Varnish, and Lacquer, Mfg. Industry
Plumbing Fixtures Industry
Rayon and Synthetic Yarn Producing Industry
Salt Producing Industry

## THE COVERAGE

The original, and approved, plan of the Division of Review contemplated resources sufficient (a) to prepare some 1200 histories of codes and NRA units or agencies, (b) to consolidate and index the NRA files containing some 40,000,000 pieces, (c) to engage in extensive field work, (d) to secure much aid from established statistical agencies of government, (e) to assemble a considerable number of experts in various fields, (f) to conduct approximately 25% more studies than are listed above, and (g) to prepare a comprehensive summary report.

Because of reductions made in personnel and in use of outside experts, limitation of access to field work and research agencies, and lack of jurisdiction over files, the projected plan was necessarily curtailed. The most serious curtailments were the omission of the comprehensive summary report; the dropping of certain studies and the reduction in the coverage of other studies; and the abandonment of the consolidation and indexing of the files. Fortunately, there is reason to hope that the files may yet be cared for under other auspices.

Notwithstanding these limitations, if the files are ultimately consolidated and indexed the exploration of the NRA materials will have been sufficient to make them accessible and highly useful. They constitute the largest and richest single body of information concerning the problems and operations of industry ever assembled in any nation.

L. C. Marshall,
Director, Division of Review.

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