

STATEMENT SUBMITTED BY EMPLOYERS AND EMPLOYEES REPRESENTATIVES.

Resolution.	Comment by Trade Members.
1. The adoption of improved layout.	To carry out this resolution must entail expenditure and does not give any guarantee of increased orders, and the depression in the industry has left the manufacturer in the position that he cannot meet the added cost.
2. Changes in system which will enable specialization to a greater degree.	The lack of orders has compelled the manufacturer to accept any small line that the retailer chooses to offer. (Retailers state they are able to buy as required and save being burdened with stock.)
3. The adoption of production-control.	This, with Schedule, obviously entails increased clerical staff and overhead charges, and, given sufficient orders to enable full time to be worked, we believe can be worked efficiently.
4. The elimination of time lost cutting small orders.	See comment on No. 2, "Depression has allowed the control to remain in the hands of the retailer."
5. The elimination of waste in materials due to small range in sizes.	See comments on Nos. 2 and 4.
6. The reduction of high selling-cost per pair.	The condition of the industry has been such that manufacturers have been required to go after the smallest orders, and this can only be remedied by increased Customs duty.
7. The reduction of higher operation cost of rented machines.	Small orders entail continuous change and adjustment of machines. It is a common practice for the operator to be required to stop work on a line of goods and to have to change his adjustment in order to oblige the call of a customer. Small orders necessitate continuous change.
8. The adoption of piecework by co-operation of the manufacturer and operative.	Piecework efficiency demands adequate flow of work at rates which will ensure the operative a fair return for his exertion and continuity of employment. The operatives will not agree to intermittent piecework, and in order to obtain the reduction in cost suggested in Mr. Spidy's report (Appendix D) it is considered essential that quantity orders be the rule in the factory.

The resolutions all call for additional effort and expenditure on the part of the manufacturer, and in order to give effect to such resolutions it is essential that a period of time be allowed which might be termed the experimental stage, and it is the unanimous opinion of the members of the Committee other than the official members that such experimental period cannot be undertaken without the safeguard of additional tariff or restriction of imports of boots and shoes, and the improvements suggested cannot possibly be undertaken unless factories are operating to full capacity, and to be in this position they must have considerable extra business than they are getting to-day.