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PROFILE



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UNFINISHED BUSINESS

The textile industry has a number of items of unfinished business which must be attended to when the new Congress takes office in Washington in January.

First, the two-price cotton system must be laid to rest permanently. At present, the system is at rest for a two-year period which ends in 1966.

Second, the textile program announced by the late President John F. Kennedy in May 1961 must be fulfilled if the textile industry is to be permitted to develop all of its potential. Fortunately, President Johnson has committed himself to the unfulfilled portions of the program.

Third, there must be a continuing analysis of the foreign trade situation to insure that it never again gets out of hand.

None of these items of unfinished business is asking for special attention or special treatment. Each is fully justified by the force of events taking place each day.

Their justification doesn't mean that they will be developed, however, without hard work and effort on the part of everyone in the textile industry.

W HITIN PERSONALITY



FEBRUARY 10 has a special significance for Robert B. Bethel, Foreman of the Painting Department. Bob's birthday is February 10, 1926. Mrs. Bethel's birthday is February 10, 1928 and Bob was appointed foreman on February 10, 1964.

Shortly after graduating from Milford High School in June, 1943, he enrolled in the V-12 Naval Officer Training Course at Dartmouth College. Upon completion of the U.S. Navy Program at Dartmouth, he attended Princeton and Columbia University for further midshipman training. He was commissioned an ensign in August, 1945.

After serving in the U.S. Navy as assistant gunnery officer on a destroyer he was released from active duty in August, 1946. During the next ten months he completed a course in refrigeration and air conditioning at a school in Boston. Before starting his employment at Whitin he worked for a short time in his father-in-law's business and for the River Bend Farm.

Up to the time he was appointed foreman, Bob was employed in the Production Department. He was at times a stock room attendant, an auditor, a standard parts analyst, supervisor for storesrooms 30 and 31, foreman of six storesrooms and finally analyst on ATF and Duplicator parts. He now supervises 38 men, on two shifts, who dip spray and hand paint parts for all the machines manufactured in our Whitinsville Division. In April, 1951, during the Korean conflict, the U.S. Navy recalled Bob to serve as a gunnery officer for the second time aboard a destroyer.

He now holds the rank of Commander in the U.S. Navy Reserve and is Commanding Officer of the Naval Reserve Division 1-43(L), Woonsocket, Rhode Island. On October 4, 1947 he married the former Charlotte M. Suydam of Uxbridge. They have two children, Robert, Jr., 16, a junior in Uxbridge High School and quarterback of the school's football team; Charlene, 12, who is in the seventh grade and a baton twirler in the Commonwealth Fife & Drum Corps, Uxbridge. The family lives on Beacon Street, Uxbridge.

Bob is a member of the Uxbridge Rod and Gun Club and particularly enjoys hunting with his son. For seven years Bob coached a Little League team and an Intermediate League team in Uxbridge.

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FRONT COVER: Claude Auclair, Analyst-Inspection Gages, is pictured inspecting a part with the use of an optical comparator which is now located in the recently consolidated Quality Control Department. Article on relocating of Quality Control starts on page 4.

TO BE A MINUTE MISER



Once there was a man, who in his lifetime:

- finished college in less than three years
- studied law, was admitted to the bar at 24
- designed one of nation's leading universities and the capitol building of his state
- originated the decimal system for U.S. money
- introduced crop rotation, terracing to U.S.
- seriously studied natural history, Latin, Greek, Italian, French, German, Anglo-Saxon, mathematics, history, geography, civics, economics and philosophy
- was state legislator, governor, minister to France, secretary of state, vice president, President of the U.S. for two terms
- created public school system in his state
- became president of a university
- established U.S. Military Academy, designed uniforms cadets still wear
- wrote rules of parliamentary procedure under which the Senate still operates
- fought for government that made U.S. a democratic republic—not one ruled by aristocracy
- designed, built his own house; played violin, rode horses well; was father of six children

Yet this man, Thomas Jefferson, had in each of his days the same 24 hours we have in each of ours.

While we can't plan to match Jefferson's accomplishments, we do know there are ways of saving some of those 1,440 brand new minutes given us each day.

Minute misers suggest studying our daily routine, questioning the use of our time.

For instance, can we save minutes by getting up when we open our eyes instead of lingering in bed? Can we combine some of our morning routines?

Do we plan each day's work? Do we know what we want to accomplish?

Do we do one thing at a time and stick to it till it's finished?

Do we always have something to do when we get unexpected spare minutes, like while waiting for someone?

The experts tell us to chart our use of time for a week. Those who have done it have been surprised at the minutes they save. We might be able to join the minute misers and add profitable hours to each day.

QUALITY CONTROL IN NEW

DURING THE JULY VACATION, the Quality Control Office moved from No. 4 building, near the Apprentice School, to the lower floor of No. 14 building near the east end of the Planer Job. This new location was formerly occupied by the Supply Room, which was consolidated with Storesroom No. 2 next to the Production Department Office.

This move provided space for the Foster Winder Engineering Department in No. 4 building, consolidated two storesrooms, and gave Quality Control an opportunity to combine its operations.

The Quality Control gage section, which was located near the Flyer Job, and the tool and fixture inspection at the east end of the Tool Job are now consolidated with the Quality Control Office which includes clerical, engineering and technical personnel.

This department now is more centrally located in

QUARTERS...

the shop. More efficient control of the department is possible. Improved communication between the office, the gage section and tool and fixture inspection has resulted. The duplication of expensive inspection equipment has been eliminated.

There are 60 employees in Quality Control, twelve are engaged in engineering, technical and clerical work and 48 are inspectors in manufacturing departments, erecting floors, storesrooms, foundry and purchasing.

With competition more challenging than ever, it becomes increasingly important that Quality Control makes certain that the products manufactured at Whitin meet the requirements specified by the Engineering Departments.



A view of the Quality Contral Office showing in fareground, fram the left, Louise Krawczyk, clerk; David Menaker, Quality Control Engineer; Curtis Card, Quality Cantrol Analyst. In the background, from the left, are Louis Schaedler, Divisional Inspectian Supervisor; Raymond Young, Quality Contral Analyst; Larna Abramek, Analyst-Secretary; Wilfred Bouchard, Divisional Inspection Supervisor and Donald Adams, Divisional Inspection Supervisor





ABOVE: Shown performing precision tool inspection are tool inspectors Raymond Kempton (foreground) and Charles Resan

RIGHT: In the foreground, Claude Auclair, Analyst-Inspection Gages, is performing a surface plate inspection while Charles Resan, Tool Inspector is shown serving shop personnel

Shown analyzing a Foster Winder part are, from the left, Fred Kreuzinger, Senior Quality Control Engineer; Victor A. Delisle, Quality Control Manager; John Torosian, Chief Inspector; and Harold Wassenar, Supervisor Inspection Services





Fireman Roland Young and Plant Engineer Ed Davis are watching the performance of the new ail burner



Engineer Edward Prentice adjusts the load on the newly converted oil burning boiler

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POWER PLANT FINDS FUEL OIL CLEANER AND MORE ECONOMICAL

The Whitin Machine Works recently converted No. 4 boiler in the Power Plant from coal to fuel oil firing after having burned 300,000 tons of coal during the past fifteen years. This boiler, converted at a cost of \$34,000, is more economical to operate and should pay for itself in one year.

Another important result of this new installation is that the use of fuel oil instead of coal has practically eliminated the fly ash nuisance. This means a cleaner boiler room in the Power Plant and equally important is the fact that the area surrounding the main plant will be much cleaner.

"This is the second boiler to be fired by fuel oil since 1962," said Lawrence Ball, Chief Engineer. "Two years ago we placed in service, a 76,000-pound per hour Babcock and Wilcox oil burning boiler rated at 450 p.s.i.g. and 750° F. After the new installation, we found that the fuel savings were so gratifying that it was decided to convert to fuel oil firing No. 4 boiler. This second boiler was taken out of service on September 14, 1964 for conversion and lighted off with Bunker 'C' fuel on October 14, 1964.

"The major part of the equipment, consisting of pumps, heater, burners, registers, controls, combustion safety system, etc., was furnished and installed by the Perfection Combustion Corporation of Springfield, Massachusetts. Every department of Plant Engineering assisted in this undertaking, which enabled us to change over this boiler from coal to oil in one month.

"In making this conversion, we kept in mind the possibility of having, at some future time, to convert back to coal firing and, for this reason, we left intact the stoker grates, forced draft air ducts, ash and dust collector hoppers, and removed the cyclones and outlet tubes from the dust collector. All stoker parts removed have been stored in case of future use.

"Prior to burning fuel oil in our Power Plant, our yearly consumption of coal ran to nearly 35,000 tons. During the year 1963, we consumed 18,000 tons of coal and 2,000,000 gallons of Bunker 'C' fuel oil. We still have two coal burning boilers capable of producing 3,000 boiler horsepower, but these units will only be used in case of outage on our oil fired units. We estimate that our fuel oil requirement will amount to approximately 5,000,000 gallons per year."

This is another example of management's determination to lower operating costs. Adapting new and better methods of operation improves our competitive position and helps to protect us against the ever-present threat of profit loss.

BARBER-COLMAN COMPANY

F. A. YOUNG MACHINE ED.

DAVIS & FUR

ITH man when a ALONE-Never

No . . . we never get a chance to get lonesome in the textile industry. On this page are only a few of the more than 500 companies who manufacture products that are in direct competition with those made by Whitin people.

"But how does this concern me?" you might ask. Most of us, when we think of competition, don't picture ourselves as part of the competitive battle. Usually we think of this phase of the business as the responsibility of top management, the product designers, and the salesmen.

Of course this is correct—except that it does not go far enough. Top management, engineers, and salesmen do have to bear the brunt of competition yet their efforts may count for little unless everyone else in the company realizes that he too is a part of the Whitin team.

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You can't shift the burden of meeting competition on to your fellow employees because you and only you can effectively meet it and at the same time ensure your own job security. Remember, you are helping our competitors when:

- YOU delay shipments
- YOU do your job half-heartedly
- YOU operate your machine at less than standard efficiency
- YOU produce scrap
- YOU are wasteful
- YOU are absent or tardy
- YOU don't work steadily and carefully
- YOU abuse equipment and tools
- YOU don't fully understand what you are doing
- YOU don't make suggestions

Competition is part of our life. It is not an evil sinister threat, but a challenge that spurs our system to produce more and better products with an improving standard of living for all our people. Competition is a challenge that we must meet!





Automated ... from bales to sliver

(With The Saco-Lowell Fiber Handling Process System)

Now — a completely automated system for fiber processing from bales to drawing sliver, without manual handling.

Bale plucker — opens, cleans, blends in one continuous operation.

Chute feed — maintains constant and continuous feed to each card averaging out variations.

Multiple cards — delivers a constant 8 ply "sandwich" of flat ribbon sliver.

High speed drawing — features magnetic drafting, automatic doffing, speeds of 1200 to 1600 ft. per minute and above. It's engineered for the mill of tomorrow - today.

- · Reduced manufacturing costs
- · Reduced human error
- · Relieves critical labor supply problems
- Improved product uniformity and quality
- · World-wide application

Do it better, automatically, with Saco-Lowell. Built for better performance...Backed by better service



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TEXTILE WORLD, NOVEMBER 1964

CIRCLE 1 ON READER SERVICE CARD



ROBERTS HIGH SPEED RING TWISTERS Increase Production, Save Space, Reduce Costs

New Concepts in Cost Reduction for the twisting of yarn are brought forward by Roberts family of High Speed Ring Twisters. Ball bearing construction making higher speeds possible and reduced floor space mean more productivity. Increased supply package size and more weight of plied yarn on the bobbin permit better proportion of supply to bobbin reducing creeling, doffing, winding or skeining costs.

Twist Cotton, Synthetics, Worsteds or Blends, natural or dyed yarns, two ply 4's to two ply 120's straight or reverse twist, initial or back-twisting for Stretch Cotton or synthetics, rubber covering or Spandex yarns.

25-Inch Wide Frames (Model TM-1) may be placed on 55-inch centers, placing 5 in a standard 25 foot bay. Also available in 36-inch frames (Model TM-2) with full interchangeability of parts between 25-inch and 36-inch models. Creels for side draw from B.C., Abbott or Doubler type straight side cheese, or creels for over-end draw from tapered cones. Simple stop motion works effectively to stop feed rolls instantly and smoothly. Preferred Frame Gauges and Lengths: $3\frac{1}{2}$ " x 336, 4" x 288, $4\frac{1}{2}$ " x 240 and 5" x 240. Also available in other gauges and with less spindles per frame if required. Also 7" gauge x 72 to 144 for coarse counts and three or four ply yarns, producing up to four pounds on the bobbin.

Ring Diameter may be within 1-inch of frame gauge. Bobbin lengths up to 12-inches long. Positive builder control puts more ounces of yarn on the bobbin. Roberts Double Headed Bobbins available for 3-inch Rings and larger. High Speed Operation—Roberts Supreme Ball Bearing Spindles handle bigger packages at higher speeds.

Standard Features include full Ball Bearing construction, Unified Motor Starter Control, Individual 4-Spindle Pulley Drives, Three Twist Constants, and many others.

ROBERTS VALUE KEEPS YOU YEARS AHEAD

BANFORD, NORTH CAROLINA

TEXTILE WORLD, NOVEMBER 1964



Nine Whitin "Scotsman" roving frames with 864 spindles now produce as much raving as 11 frames with 1,364 spindles formerly produced at Walton Mill, Inc., Monroe, Ga. Dan Melton, Superintendent, studies the frames in operation

"We're Happy With The Whole Situation"

"We're happy with the whole situation," said Mr. George W. Felker, President of the Walton Mill, Inc., Monroe, Georgia, several months after the installation of nine Whitin "Scotsman" roving frames in his mill.

Mr. Felker's enthusiasm for the "Scotsman" roving frame is understandable. At the Walton Mill, they have—

- Reduced direct labor costs 40% at the roving process and 21% at spinning.
- Cut yarn nonuniformity from 28% to 19%.
- Reduced roving ends down 40%.
- Reclaimed more than 30% of the floor space now required by sliver cans.

"In addition" said Dan Melton, Superintendent, "we're also getting some associated improvement in efficiency. Before we put in new roving frames, we had a crowded situation in half of our card room. Our spare floor was like a forest of empty and full cans. Now drawing and roving are better balanced, and we have less drawing on the spare floor waiting to be creeled in and fewer empty cans. People can move around better, with less loss of time. That helps efficiency all around."

Walton Mill operates approximately 26,000 spinning spindles and 472 looms, predominantly on cotton but also including some production in spun manmade fibers and blends. Yarn numbers range from 12s to 18s warp and 5s to 20s filling. Fabrics woven are mostly twills, sportswear ducks and oxfords, and sateens. Marketed by Avondale, Inc., New York, selling agent, 60% to 65% of these fabrics go into apparel end uses, largely men's and boys' slacks, jackets, and sports outerwear and women's and children's sportswear. For merchandising balance, the other 35% to 40% of Walton's fabrics go into industrial uses, workwear, and military fatigue uniforms.

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"Our biggest production is in the apparel field," George W. Felker, President, said. "In these fabrics, quality and efficiency of operation are the keys to success. Our new roving-frame installation is part of a continuing improvement program planned to keep us in a favorable competitive position."

Walton took out eleven 124-spindle 10-inch by 5-inch roving frames and replaced them with nine 96-spindle 14-inch by 6½-inch Whitin "Scotsman" frames. These frames were selected after considerable testing with competitive roving frames because, as Dan Melton said, "We found the 'Scotsman' met our particular needs best."

The frames at Walton constitute the first full-scale installation of the "Scotsman"—the roving machine is in heaviest demand by the textile industry.

The "Scotsman" roving frame is a symbol of quality—an example of pride of workmanship. Only companies with the best reputations for quality enjoy the steadiest customers and thereby provide the steadiest jobs.



Dan Melton, Superintendent, left, ond Lester Stearns, Fareman, examine the 78-oz. 14'' x 61/2'' bobbin of roving produced by the "Scotsman." New Spinning frame creel boxes, three to a roving frame doff, are used in doffing the frames



New spinning frame creels to accommadate the large raving packages are too high for creel roving to be placed an tap of the creel. Spinners creel from the raving frame doff boxes. Only 37% as much creeling is done now as formerly



Operation of the "Scotsman" is quiet and smooth, even with large packages and high speeds, largely because of a new electro-mechanical builder motion that eliminates skip gears and contact shafts



Tawels are seldom recovered when thrawn into rubbish barrels as shown here



Dirty towels are carelessly thrown onto scrap wood piles

IT'S THE LITTLE THINGS

Waste not, want not, is a maxim I would teach.

Let your watchword be dispatch, and practice what you preach;

Do not let your chances like sunbeams pass you by,

For you never miss the water till the well runs dry.

-Rowland Howard

Oftentimes we overlook the little things in doing a job, but sometimes these seemingly small things, especially where waste is concerned, snowball into a major problem if neglected.

Whitin last year spent \$15,000 for cotton cloth hand towels used by employees to wipe their hands, stock and machines. This is a sizeable amount for a small item and this year the cost could exceed this figure.

Waste is not a cheerful or pleasant topic. It implies carelessness or inefficiency on the part of all of us. But, when we realize that waste cuts profit, curtails job opportunity and in the long run endangers our competitive position, it is an issue which should concern each of us. In 1964, it was necessary to add 30,000 additional towels to those which had been distributed in the plant in 1963. A large part of these was for the replacement of lost towels.

The reason why such a large number of towels have to be replaced is that employees often forget they have them in their pockets until arriving home; many are carelessly thrown into rubbish cans; tote boxes and barrels also receive many of them; others end up in the scrap wood piles; some are thrown in with steel chips and borings; and a number of towels are dropped in the yard. Most of these are never recovered.

Many employees have a habit of hoarding towels. This is a practice which should be discontinued. There are always plenty of towels for those who require them.

The Sanitation Department asks that for the sake of safety and to provide better control over the distribution of towels, dirty towels should be placed regularly in the containers provided especially for this purpose throughout the plant.

Each of us must help to reduce our operating costs by doing everything possible to eliminate needless waste. This applies not only to towels but to all items used by the Company.

ONE OF THE SUREST WAYS TO STAY IN BUSINESS IS TO ELIMINATE WASTE!



Honor Roll November 1964







Jahn J. Lemire

Internal Material Tronsportation

25 Years

William J. Spratt

General Supt. Staff

25 Years

Larenza Noel

Packing, Shipping & Receiving

25 Years

Robert Dunford Tool Roam 25 Years

re-

ers



Paul Devlin Productian Processing 25 Years



James C. Graham General Accounting 25 Years



Edward P. Boutiette Milling 25 Years



Herbert J. Brown Large Planers 25 Years



William J. Morrisette Packing, Shipping & Receiving 25 Years



Raoul O. Poulin Large Planers 25 Years

25 Years

John Farrar, Plumbers & Pipers

20 Years

Anna Carter, Marketing Services

15 Years

Paul C. Thibault, Wool Sales

10 Years

George Baldwin, Gear Cutting Gerald J. Forget, Control Accounting

5 Years

Henry E. Blair, Plating

Matthew R. Dykstra, Millwrights & Structural Steel & Foundry Maint.

Donald F. Farrand, Painting & Sanit.

James T. Glynn, Chucking

Clifton M. Helton, Outside Erecting

Normand D. Hetu, Steel Fabricating & Tin Cyl.

Eugene A. Lalancette, Roving, Duplicator & A.T.F. Parts

Robert R. Lamoureux, Large Planers Edward N. Lindem, Steel Fabricating

& Tin Cyl.

- Lucien Martinetty, Steel Fabricating & Tin Cyl.
- William E. McFarland, Product Engineering

Donald J. Nowlan, Packing, Shipping & Receiving

Roger Remillard, Power House

Raymond J. Sewell, Painting

Charles D. Smith, Outside Erecting

Ethel M. B. Wallace, Winder Engineering

Mourad Yaylaian, Cast Iron Melting Walter I. Zuidema, Steel Fabricating & Tin Cyl.

News Roundup

WHITIN PRESENTS BULLETIN BOARDS

News bulletin boards have been installed in five area high schools as a gift of the Whitin Machine Works. These high schools which are located in Northbridge, Sutton, Uxbridge, East Douglas and Mendon will have two boards displaying current event news. The material will be provided by the Whitin Machine Works twice a week, and will feature News items and important events taking place all over the world.

Howard G. Garner Named Patent Counsel at Whitin

Mr. Howard G. Garner of Huntsville, Alabama has been appointed Patent Counsel for the Whitin Machine Works, according to an announcement by Mr. N. F. Garrett, President. Mr. Garner, who assumed the duties of his newly created position on November 2, will report to Mr. Ward Smith, Secretary and Counsel of the Corporation.

Mr. Garner, a native of Cateechee, South Carolina, was awarded his B.S. degree in Textile Manufacturing at Clemson College in 1956 and upon graduating, joined the Textile Division of the U.S. Patent Office in Washington, D.C. He attended The George Washington University Law School, graduating in 1962 with an L.L.B. degree. He is a member of the Virginia Bar and the Virginia Bar Association and has been admitted to practice before the U.S. Patent Office and the Court of Customs and Patent Appeals. Early in 1964 he joined the Army Missile Support Command in Huntsville, Alabama as a patent attorney.

Mr. Garner and his wife and three children are currently making their home in Whitinsville.

1000th Duplicator Shipped in November

When November 12 arrived, the Company had completed 1000 duplicators since the first of the year. The



Howard G. Garner

duplicator was a model 215, one of five models manufactured at Whitin. It was shipped to Riggs, Warfield. Roloson, Inc., Baltimore, Maryland.

Before the yearend, the Company expects to double last year's production of 594 duplicators.

This increase in production is due mainly to orders received from Ditto, Inc., Chicago, Illinois and Itek Corp., Rochester, New York, with whom Whitin has a distributorship agreement to promote and sell offset duplicators on a nationwide basis.



Pictured from the left are: John G. Reed, Vice President; Walter McCloskey, Superintendent, Uxbridge High School; Herbert Hoyt, Superintendent, Northbridge High School; and Norman A. Wright, Manager of Employee Communications

FORTY YEARS AGO (1925)

January

- 1 Cold but no snow on the ground.
- 13 Chief Engineer Hendrickson starts new system in Drafting Room.
- 14 Charles T. Burlin, 25 years foreman in Blacksmith Shop, resigns.
- 24 98 degree eclipse of the sun at 9:12 A.M. Many go to Connecticut to see the full eclipse. Bitter cold day.

February

- 14 Robert Britton, foreman of Screw Machine Job, dies.
- 26 New water wheel in old Whitinsville Cotton Mill started—replaces wheel put in in 1894.

- March
 - 24 Fibre Development Co. starts making yarn in the old Whitinsville Cotton Mill.

April

- 1 Dr. Williams locates in town.
- 9 Auto busses carrying 18 passengers start going through the village, taking on passengers for Worcester and Providence. They have been running through Plummers before, but only carried through passengers. Looks as though they would put the electric cars out of business as they take less than half of the time for the trip. Fare to Worcester \$.50—to Providence \$1.00.
- 24 \$5,000,000 mark passed for deposits in Whitinsville Savings Bank.
- 28 Ku Klux Klan riot at Adams Corner.

June

- 6 Hottest June 6th on record tar melts in the streets.
- 10 Auto busses run hourly to Worcester from New Village.
- 27 Whitinsville Golf Club opens its new grounds on Fletcher Street—100 members.

Juły

27 Fred Hendrickson made Hey Draftsman and Harmon N son who has held the posi for fifteen years, made a C sulting Engineer.

November

27 First snow storm.

December

- 9 Alfred White dies—worke about fourteen years in Draft ing Room.
- 30 Three inches of snow.



MARCH 1965

Assisia.

Frederick

son and Herbert Barnes were it ed to the Auditing Committee. On the Credit Committee are H. Irving Dalton, Thomas Postma and Robert R. Wood.

The W.M.W. Credit Union has 2560 members and has assets exceeding \$1,000,000. A dividend of four per cent was declared this year. Total amount of dividends paid to members during 1964 was \$28,251.54. Loans exceeded \$1,000,000.



Francis J. Horan, 56, a layout man in the Framework Machining Department, died on November 13. He was a lifelong resident of Whitinsville and had been employed at Whitin for 22 years.

Mrs. Irene Sloniker, of Pacifica, California, died on November 15. Before moving to California a number of years ago, she was employed in the Production Department.



The 1000th duplicator built by Whitin in 1964 was shipped to Baltimore, Maryland customer on November 12

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