

INTERNATIONAL ALLIANCE
OF
THEATRICAL STAGE EMPLOYES
AND
MOVING PICTURE MACHINE
OPERATORS
OF THE UNITED STATES
AND CANADA

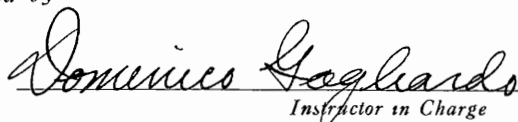
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Chapter I

THE RISE OF THE EARLY LOCAL UNIONS.

Very little is known of the earliest history of local unions of the Stage Employes: The number of members, the rates of pay and the working conditions are unobtainable. The date of organization of some of the local Unions is uncertain, but of those represented at the First Convention in 1893, New York City Local was the oldest, having been organized April 25, 1886. Pittsburgh, Pennsylvania local was organized August 7, 1887; Brooklyn, April 8, 1888; Chicago, March, 1887; St. Louis, Missouri, April 22, 1890; Denver, Colorado, December 1, 1891; Philadelphia, Pennsylvania, February 21, 1892; Buffalo, May 26, 1892; Syracuse, May 1892; Boston, Mass.,^{1.} April 16, 1893; Cincinnati, Ohio, date unknown.

Certain specific grievances appear to have brought about the organization of the early locals. There were numerous complaints that the managers wanted the Stage Employes to work in any department of the stage. The stage carpenters often were required to help the electricians, or the propertyman, or the propertymen

1. CCP-1893-P. 6. "CCP". This abbreviation will be used to designate "Combined Convention Proceedings", which was published by the Alliance in 1926.

and electricians do work which should have been done by the carpenters. Furthermore, it was customary after the first night of a big production to decidedly reduce the number of men required to work the show. And in some cases, the traveling men (with the company) were laid-off as soon as the local stage crew were able to operate the show without their assistance.

Some of the managers even wanted their lithographers, billers, janitors, and sometimes even mere boys to do the work on the stage. Many managers would let the boys "see the show" as their pay for working. However, a new set of "seers" were required each day--for who wants to see the same show for a week or more?

Also, to cope with the practices of traveling companies in presenting their productions (using actors and supers to direct the work), and to better oppose the sharp tactics of the managers of some of the larger cities, several of the locals wanted some kind of central organization for the various Stage Employees locals; and and through the efforts of the locals of 4 cities, the National Alliance was born on July 17, 1893.

The early local Unions were known as "Protective Unions", such as New York Protective Union #1. They included within their ranks only the Master Mechanics (stage carpenters), the grips, the flymen, and the property-men who worked on the stage. The Calcium

light operators, the Clearers, and the Motion Picture Machine Operators were not admitted until after the National was formed. Thus, the early Stage Employes Unions were strictly a one-craft organization; The mechanics who worked on the Stage during the presentation of a show.

Definite information concerning the scales and the hours of work of the early Unions is very meager. It is known though that New York local being in the heart of the theatrical district of the United States had, and still does have, the best scale and working conditions of any of the locals of the United States or Canada. Many of the men were working for a certain amount "per show" which included the carry-in, hanging, performance, and carry-out. The Master Mechanic (Stage Carpenter) seems to have fared better than any other of the employes: he, nominally being in strict charge of the stage, had the hiring and firing of the other members of the crew. Also, the older wage scales show that the Master Mechanic drew \$10.00 or \$15.00 more per week than did the "heads" of the other departments of the stage, because at that time the other "heads" were considered as assistants to the Master Mechanic.

An indication of the rates prevalent at that time can be found in the scales adopted by the Alliance at the first convention (1893) for the governing of

mechanics with traveling productions:

"The N.A.T.S.E. that organized in this city, last week, fixed upon the wages as paid in New York as the standard to be demanded by stage employes of traveling companies. This scale is:-

| | |
|--------------|-----------------|
| Carpenter | \$35.00 a week; |
| Helpers | 25.00; |
| Property men | 30.00; |
| Assistants | 20.00; |
| Electricians | 25.00; |
| Flymen | 25.00; 1. |
| Extra men | 25.00". |

It is important to note that the "traveling" scale is higher than the local scale in most locals, although at the inception of the Alliance, the wages being paid in New York City were adopted as the standard rates for the traveling mechanics:

The wage scales effective September 4, 1927 covering the traveling mechanical positions under the jurisdiction of the Alliance are:

Straight Contract.

| | |
|---------------------------------|----------|
| Carpenter | \$95.00 |
| Assistant carpenter | 90.00 |
| Property men | 95.00 |
| Assistant Property men | 85.00 |
| Electrician | 95.00 |
| Assistant Electrician | 85.00 |
| Flyman | 90.00 |
| Motion Picture Machine Operator | 95.00 2. |

1. N. Y. Dramatic Mirror, July 29, 1893. Vol. 30, No. 761.
2. Personal letter from Wm. F. Canavan, International President, August 22, 1927.

Chapter II

THE FOUNDING OF THE NATIONAL UNION.

The first attempt to organize a National Union was made when representatives from the locals of New York City, Chicago, Illinois and Pittsburgh, Pennsylvania met in New York City in 1891. At that time there were only five known local Unions in existence. The meeting in New York City did not accomplish very much. The delegates met, talked things over, and decided to meet again in 1892; for the purpose of perfecting some kind of central organization. In 1892, at the meeting in New York City, besides the three above mentioned locals, Cincinnati, Ohio, local responded to the call. 1.

This meeting brought out the fact that some kind of organization was very much needed "to satisfy (their) ambitions for better treatment, better pay and better hours" since the dangers of other Unions and organizations in their infancy presented themselves in the shape of the displeasure the managers would view the organizing of theatrical unions. The representatives at this meeting further decided that a National Union was of much importance "so as to mutually work together for the common good of all". To these four locals, President

Chas. H. Bonn said in 1902, must be given credit for calling the next meeting for July 17th, 1893 at which time the NATIONAL ALLIANCE OF THEATRICAL STAGE EMPLOYES was formed.^{1.}

The National Alliance was formed, then, on July 17th, 1893 when the representatives from 11 local Stage Employes Unions met in the Elks Hall in New York City. The locals represented at this meeting, the First Annual Convention, were: New York City, Chicago, Brooklyn, St. Louis, Denver, Cincinnati, Boston, Syracuse, Pittsburgh,^{2.} Buffalo and Philadelphia; with 16 delegates in attendance.

At this meeting John G. Williams of New York was elected National President; Lee M. Hart of Chicago was elected Treasurer; and John Gallagher of Pittsburgh was elected Secretary.^{3.} Little was accomplished at the first convention, which remained in session for three days, except to adopt a short constitution and by-laws; and each local was assessed \$2.75 to pay for printing them. At the First Convention (1893), the delegates decided that thereafter, "each local with a membership of 100 or less, be entitled to one vote, and one vote for each additional 100 or majority fraction thereof"^{4.}

1. CCP--1902--P. 130.
2. CCP--1893--P. 5 & 6.
3. Ibid.
4. Ibid.

Of the organization of the Alliance, the New York Dramatic Mirror said: "It is the principal purpose of the Convention to get some system to connect the various theatrical employes in the United States, and to boycott fly-by-night managers and "fakes" of all kinds."^{1.}

It has been said that Unionism is a business proposition and business cannot be carried on successfully without adequate funds at the disposal of the organization. The financial end of the program, then, received the attention of the delegates as a matter of course. At the First Convention (1893), the per capita tax to be charged each local was set at 20¢ per member in good standing per year, payable quarterly in advance.^{2.}

Men who were to have a large share in the control of the destinies of the National Alliance for the next few years, and who were delegates to the First Annual Convention were: Lee M. Hart, John G. Williams, George W. Glenny, John Gallagher, Philip Kelly, and Patrick Barry. The leadership of the Stage Employes has always been by men who came from the ranks and who still considered themselves to be workers, ready and likely at any time to lay down the pen or the gavel to return once more to the stage, or to the lamp, or to the projector.

1. N. Y. Dramatic Mirror; July 22, 1893. Vol. 30, No. 760. Managers who would strand the show, owing salaries and expenses to the traveling crew and actors.
2. CCP--1893--P. 6.

In fact, during the early years of the National Alliance much trouble was experienced in keeping the president and vice-presidents in office the whole year of their term. Many of the officers would take a production on the road, and would therefore resign their office; and it was only at a rather late date that the Alliance paid its officers as much as their expenses on necessary official business. All through the 35 years of its history, the officers have been changed frequently (except the Secretary-Treasurer). Thus, the Stage Employees is particularly a Union where the President may tomorrow be holding down an "ash can" in a Motion Picture Studio, or be "shifting a scene" in some theatre.

The Stage Employees have changed the name of their organization several times; always with the view of more accurately describing the membership, and the jurisdiction of the locals under their charters. The first name used was the National Alliance of Theatrical Stage Employees which was adopted at the first convention in 1893. With the chartering of Montreal, Canada, the Alliance became international in character; and changed its name to the National Alliance of Theatrical Stage Employees of the United States and Canada at the seventh annual convention on June 22, 1899. In 1902 the Union changed the name to International Alliance the better

to describe its international character. After a decision of the American Federation of Labor in 1914 giving to the Alliance the absolute jurisdiction over the Motion Picture Machine Operators, the International Alliance changed its name to the International Alliance of Theatrical Stage Employes and Moving Picture Machine Operators of the United States and Canada at the 1915 Convention. This title is not, however, used by the American Federation of Labor, in which organization it is still chartered as the International Alliance of Theatrical Stage Employes of ^{1.} America. The Stage Employes were chartered by the American Federation of Labor as a National Union in July 1894; and as an International Union on October 1, ^{2.} 1902.

1. Handbook of American Trade-Unions, Page 183. United States Department of Labor, Bulletin No. 420.
2. Constitution and By-laws: Page 1. 1926 Edition.

Chapter III

GOVERNMENT.

THE INTERNATIONAL UNION, ITS CONVENTION AND OFFICERS-----

Basis of Representation---

As we have seen, the first convention of the Stage Employes was held in 1893, when 17 representatives from 11 local unions met in Elks Hall in New York City.^{1.} There seems to have been no pre-determined number of delegates each local could have at this first convention: the larger locals sent two representatives each, while the smaller locals, and those which were quite a distance from New York, sent only one each.

At this convention, though, the basis of future representation was established. It was decided that "each local with a membership of 100 or less be entitled to one vote, and one vote for each additional 100 or majority fraction thereof".^{2.} A fundamental change was made in the basis of representation at the 1894 convention. Thereafter each local was to be allowed "one delegate at large for the local organization and one for each one hundred members or major portion thereof".^{3.} That is, one delegate was allowed for the charter and

1. CCP-1893-Pp. 5 & 6.
2. CCP-1893-P. 6.
3. CCP-1894-P. 11.

one additional delegate for a major portion of each 100 members. Thus a local with 51 members would be allowed 2 delegates; a local with 149 members would also be allowed 2 delegates. This change amounts to giving each local one delegate more than was allowed by the rule of 1893.

Several times resolutions have been presented to increase the number of delegates allowed each local on its membership, but all of them (except the change of 1894) have been defeated. The decisive factor in the defeat of these proposals was probably the large increase in the number of affiliated local unions and consequently the number of delegates. Had the changes been made, the size of the body would have become so large as to make it unwieldy and expensive. A glance at the number of delegates makes this quite evident; in 1893 there were 17 delegates; in 1903, 107; in 1913, 172; in 1924, 667; in 1926, 700.

The basis used from 1893 to 1901 in determining the number of delegates each local was entitled to was the membership upon which the per capita tax had been paid for the month preceding the convention. It was possible, under this method, for a local to increase its quota of delegates by paying one month's per capita tax on the

1. CCP-1900-P. 105; CCP-1915-P. 534; CCP-1917-P. 634.

necessary membership. The month following the convention, the increase in membership could be dropped. In 1901 the convention ruled that the local was only entitled to delegates based on a membership on which per capita tax had been paid in advance at least three months preceding the date of the convention.^{1.} The addition of the above rule was brought about by some of the locals endeavoring to get more delegates by an eleventh hour increase in their membership, and not have to pay back per capita tax on this increase, except for the month in which the convention was held. In the early conventions, the Credential Committees were always complaining that some of the locals were coming before the committee and claiming more delegates than the Secretary-Treasurer's books showed they were entitled to. It appeared that the Alliance was losing per capita on lawful increases in local membership on which it was allowing delegates from the local. To bring about a cure for this evil, the three-months rule just described was adopted.

From 1926 the average membership between convention periods is to be applied to the basis in determining the number of delegates allowed.^{2.} In determining the quota of delegates allowed the local union, the basis of representation remains today

1. CCP-1901-P. 120.
2. CCP-1926-P. 842.

the same as set by the convention of 1894, except that the number of delegates is calculated "upon the average membership upon which per capita tax has been paid for the period between conventions"^{1.}

CONVENTION PERIODS.

Conventions were held annually down to 1913. As the organization of the Alliance became better perfected and the administrative machinery began to work more smoothly, the period between conventions was lengthened to two years. Since 1913 biennial conventions have been held. The growth of the Alliance, the increased cost of the transportation of the delegates and the payments of their per diem, together with the increased powers given to the General Executive Board and the International President and their better and more efficient functioning, have made it impractical and unnecessary to hold yearly conventions any longer.

POWERS OF THE CONVENTION.

The convention of the Stage Employes is, with a few exceptions, the final authority in all matters affecting the welfare of the organization. The convention is "both a parliament and a court". Here legislation is enacted for the governing of the several crafts, the individual members, the local unions and the Alliance. Here also

1. Const: Art 2, Sec 3; P. 4. 1926 Edition.

is the final court of appeal by any member or any local which thinks its been unfairly dealt with by their local or by the International Officers. The delegates in convention assembled either approve or reject the decisions of the General Executive Board in levying fines or sentences against members for violation of the laws of a local or of the Alliance. In the few exceptions, the decision of the convention to make a change must be confirmed by a majority vote of the membership of the affiliated local unions expressed in referendum vote. The "principals of referendum" have been submitted to the convention several times, but each and every time such "principals" have been re-^{1.}jected by the delegates.

OFFICERS.

The first convention created the offices of president, vice-president, recording secretary, financial secretary, treasurer, 3 trustees, and an executive board consisting of 4 members and the president.^{2.} The officers now are president, 7 vice-presidents, general secretary-treasurer, 3 trustees, assistant president, and manager of the adjustment and claims department. The executive board is now composed of the president, 7 vice-presidents, and the general

1. CCP-1896-Pp. 28 & 30. (See infra for more complete discussion of Initiative and Referendum).
2. CCP-1893-Pp. 5 & 6.

secretary-treasurer.

In the first few years of the Alliance, much trouble was encountered in getting a president (and other officers) who would serve out his full term. At that time, no salary was paid to the president and consequently he had to depend upon his work at the craft for a living. If he could "catch a show", he would resign his office with the Alliance and some one else would have to finish out his term of office for him. Even as late as 1904, President Patrick T. Barry resigned because he was "obliged to have a permanent position" to make a living and his employer would not allow him to leave his work "at any time to attend the duties which would be assigned" to him as president of the Alliance. Wm. Sanders, the first vice-president, was advanced to the presidency, but resigned in March 1905 giving reasons "of a purely business nature". Second vice-president John Suarez was then advanced to the office of president.^{1.} The first salary payment made to the president was authorized by the 1906 convention, and was set at \$1000.00 per year plus certain traveling expenses.^{2.}

When International headquarters were definitely established in New York City in 1913,^{3.} much of the administrative difficulty arising from the president and

1. CCP-1905-Pp. 185 & 187.
2. CCP-1906-Pp. 226 & 229.
3. CCP-1913-P. 453.

the secretary-treasurer living in different cities was somewhat relieved because whoever was elected president had to go to New York City and live there during his term of office. With the permanent location of the offices in New York City, and the payment of a large salary to the president, he more and more has become the real leader and person in authority of the Alliance.

The president's powers are very broad and extensive. As an executive officer he presides at all meetings of the Alliance in convention assembled, presides at all meetings of the General Executive Board, interprets the law and renders all constitutional decisions. He is empowered to call meetings of the General Executive Board whenever necessary or advisable; and also to appoint the following officers: Assistant President, and the Manager Adjustment and Claims Department and as many International Representatives as he may deem necessary. He may demand books, papers, etc. of all affiliated locals; issue special contracts for traveling attractions; and revoke charters of affiliated local unions. The president is also authorized to charter locals.^{1.} Up to the 1911 convention the General Secretary-Treasurer, as well as the Vice-Presidents had been rendering constitutional decisions. But,

1. Const: Art 7, Sec 1 to 13, Pp. 11-13.

because of the different interpretations placed on the same questions by the different members of the General Executive Board, the convention ordered that thereafter only the President (or his duly authorized representative) could render decisions.^{1.}

The president, with the unanimous consent of the General Executive Board may "suspend any law or laws of the Alliance or of any local union", and declare traveling attractions "unfair" "wherein any former employer who is indebted to any members of the International Alliance for services rendered is interested as an actor, manager or owner".^{2.}

While the president has always been required to render a more or less detailed report of the business of his administration, the early reports of the officers were rather short and general. Since 1908, he has been required to submit a printed report, and this printed report is distributed to all the delegates at the convention.^{3.} He is also required to have the books of the General Secretary-Treasurer audited by a Certified Public Accountant. The reports of the president within the last 10 years have been rather detailed and lengthy.^{4.}

Much trouble was encountered by the president and

1. CCP-1912-P. 419.
2. Const: Art 7, Sec 12, P. 13.
3. CCP-1908-P. 283.
4. Eight hours was taken to read and discuss President Shay's report to the 1912 convention. (CCP-1912-Pp. 393-423).

the executive board in the early years of the organization to arrive at and enforce their decisions. The Alliance was young and not well organized. It was the common case for the president to live in one city and the secretary-treasurer in another; and the different members of the executive board in still other cities. Regular meetings of the executive board were not held until 1899 and then only in January of each year.^{1.} Before this time, or in the interim, votes on questions submitted to the executive board were conducted by mail or telegraph. Ordinarily, questions or complaints were sent to the general secretary-treasurer; he would refer the matter by mail (sometimes by telegraph) to each member of the executive board for their vote. The members of the executive board would give their votes to the president by mail (although sometimes by telegraph); and the president would then render the decision on the matter submitted. This was a slow and tedious process, and often very trying on the nerves of those who were waiting on the decision.

In many cases even after the above procedure had been taken to arrive at a decision, the person or local affected by the decision often would not obey it, mainly because they didn't want to. There were no adequate

1. CCF-1898-P. 62.

penalties attached for violation of the orders of the president or of the executive board, conventions were being held every year and when the decision was rendered it would be put a few months until convention time where they might get better treatment. Chiefly because there was no system of checking up on the locals, the decisions were frequently disregarded altogether. In the fall of 1908, President John J. Barry and the executive board rendered a decision against New York local #1. New York local refused to obey the decision, whereupon President Barry fined them \$250.00 for violation of the orders of the executive board. New York still refused to obey the orders of the executive or to pay the fine, and appealed the case to the 1909 convention. At the convention, the decision of the executive board and the \$250.00 fine levied by President Barry were upheld. This definitely established the executive board's power to make decisions between convention periods and of the President to fine locals and members for violations and practically put an immediate stop to the violations which heretofore had been quite
1.
common.

VICE-PRESIDENTS.

At first, the vice-president had no very specific duties to perform, except the customary ones of acting

1. CCP-1909-Pp. 298, 303-307.

for the president in his absence, or when authorized by him for some particular act. The first convention in 1893 created one vice-presidency; the number was increased to three by the convention of 1896; in 1905 the number was increased to five; and an increase to 7 was made at the 1909 convention. The number was further increased to 9 in 1911. The only decrease ever made came in 1913, from 9 to 5, but this was again increased to 7 in 1924, at which figure it now stands.

While the vice-presidents' duties were never heavy, beginning with 1896, they were often deputized to act as adjusters of difficulties between affiliated local unions and theatre managers. For many years, it was necessary to let the vice-presidents act as adjusters because the Alliance was not on a firm enough financial footing to send the president all around over the country; and the advent of the International Representatives had not yet arrived.

GENERAL EXECUTIVE BOARD.

The General Executive Board has entire supervision and authority over the Alliance, except during such time as the Alliance is assembled in convention. The Board may be convened at the call of the president whenever, and at such place, as he thinks best. And whenever a

1. See infra pages 23-25.
2. Const: Art 14, Sec 1, P. 18.

majority of the Board wish to convene, they can do so and transact all business which it is within the Board's power^{1.} to transact.

The latest and best known example of the use of this power was when the Board met in extraordinary session on September 30, 1923 to impeach President Chas. C. Shay from office and to elect his successor.

Emergency powers are granted to the Board whenever any Union, or manager or manager's association, in the theatrical field becomes engaged in a dispute tending to involve the Alliance, or to be productive of request for the support of the Alliance.^{2.} At the meeting of the Board, decisions made by the president on matters appealed to him, are approved or reversed. Decisions of the General Executive Board may be appealed to the assembled convention; but from the decision of the Convention, there is no appeal.

The Alliance experimented with various types of Executive Boards before finding one that was suitable. When it was first organized, a peculiar type of Executive Board was instituted. This Board was composed of five members, of which the president was one by virtue of his office. The four other members were elected "at large" from the delegates to the convention. This resulted in giving control to eastern locals. Some of the then "west-

1. Const: Art 14, Sec 8, P. 19.

2. Const: Art 14, Sec 7, P. 19.

ern" locals did not like the "domination" of the General Executive Board by the eastern locals. Chicago local #2 (a "Western" local) charged that President Maloney (of Boston local) refused to issue any charters in the "Western" territory; that there were more "Eastern" members on the Executive Board than Western members, and that consequently the Eastern locals got what they wanted, but not the Western ones. President Maloney was also charged with refusal to answer letters on matters affecting the "Western" locals; and charged with permitting the alleged practice of New York local of hiring non-union men for extra work instead of hiring men of other Alliance local's who happened to be in New York City.^{1.}

Much discussion and argument arose from these charges, and as a kind of a "sop" to the western locals, the 1897 Convention established an "Eastern Executive Board" and a "Western Executive Board". Each section of the Executive Board was composed of four members, elected by the locals in the respective districts. While the president was required to attend the meetings of both Boards, and preside at the meetings (and in case of a tie, he had the casting vote) he was not considered as a member of the Board.^{2.} This type of Executive Board stood the ravages of time but one year. At the 1898 convention, the elected

1. CCF-1897-P. 42.
2. CCF-1897-P. 48.

"at large" type of Board was completely abolished, and in its place one composed of the president, the third vice-president and the General Secretary-Treasurer was established.^{1.} This Board evidently did not suit the delegates either, for at the next convention (1899), the present type of General Executive Board was instituted, composed of the president, the vice-presidents, and the General Secretary-Treasurer.^{2.}

All members of the Board are entitled to vote in the Board meetings; and upon the death, resignation, or impeachment of the president or General Secretary-Treasurer, the Board elects his successor from among its membership. The vacancy thus created in the Board is cared for by election from among the delegates at the last convention.^{3.} If the vacancy occurs in one of the vice-presidencies, the remaining vice-presidents are advanced, and the newly elected member takes the office of seventh vice-president.

The duties of the assistant President and the Manager Adjustment and Claims Department are assigned to them by the president, and these officials are answerable to him.^{4.}

INTERNATIONAL REPRESENTATIVES.

Probably the most important officers of the whole organization are the International Representatives. The

1. CCP-1898-P. 62.
2. CCP-1899-P. 84.
3. Const: Art 14, Sec 4, P. 19.
4. Const: Art 8, Sec 1, P. 14 and Art 11, Sec 1, P. 17.

president is authorized to appoint as many International Representatives as he thinks necessary to properly carry on the adjustment work of the Alliance.^{1.} The International Representatives are the "trouble-shooters" of the Alliance-- the real "go-getters", endeavoring to keep everything in the field running quietly and smoothly. They are at the beck and call of the affiliated local unions; on the go night and day to assist the locals iron out their difficulties. Especially are the International Representatives useful to the smaller locals in assisting them negotiate contracts and working conditions with their managers. They know every inch of their assigned territory, and are all seasoned veterans of many years' experience, all having handled the problems of their home local before their appointment as International Representatives. The International Representatives are used only in the adjustment of disputes between local unions and managers, and, all too frequently, in the adjustment of disputes between the local members themselves. Whenever a local union is unable to settle a dispute, it sends for an International Representative. As President Canavan said in his report (1926) "They (the Representatives) leave one dispute only to go to another. Their lives are a maze of labor disputes and when summoned to the "Great Beyond" their

1. Const: Art 7, Sec 2, P. 11.

particular abode in the hereafter should occasion them no great concern. They shall be accustomed to the condition encountered irrespective of the ultimate judgment of the keeper of the "Pearly Gates".^{1.}

The offices of the secretary and treasurer have had an interesting development through the history of the Alliance. At the first convention in 1893, separate offices of recording secretary, financial secretary, and treasurer were created.^{2.} In 1895 George W. Glenny, the recording secretary, recommended that the offices of the two secretaries and the treasurer be combined and that the officer be paid for his work. Glenny gave as his reasons that many of the locals were complaining because they could not find out promptly the correct amount of their indebtedness (per capita tax, pins, assessments, etc) to the Alliance. Neither was it possible to make detailed monthly reports of receipts and disbursements, and the expense of transferring money and sending communications between the two secretaries and the treasurer.

Partially following Secretary Glenny's recommendations, the convention combined the two secretarial offices into the General Secretary, with a salary of \$300.00 per year plus traveling expenses on official business.^{3.}

In 1898, the office of Treasurer was combined with

1. CCP-1926-P. 841.
2. CCP-1893-Pp. 5 & 6.
3. CCP-1895-Pp. 15 & 19.

with the General Secretary into the office of General Secretary-Treasurer¹. This change seems to have been made because of about the same reasons as Glenny gave in 1895, and because General Secretary Glenny was accused of sending out incorrect reports and of not turning the money over to the Treasurer as he was supposed to have done. This office still remains today the same as it was set by the convention of 1898.

The most permanent officer of the Alliance has been found in this office. Lee M. Hart of Chicago was General Secretary-Treasurer for 16 years--faithfully serving the Alliance from 1898 until 1914 when he resigned his office between convention periods. His successor was elected by the General Executive Board. Richard J. Green, also of Chicago local, is the present General Secretary-Treasurer. Green was elected at a session of the Executive Board in December 1923 when F. G. Lemaster resigned during the consideration of the charges against ex-president Chas. C. Shay. The present (1927) salary of the General Secretary-Treasurer is \$9,620.00 plus first-class transportation, \$8.00 per day hotel expenses, \$8.00 per diem when away from the General Office on official business.²

The official duty of the three trustees is to audit semi-annually the books of the General Secretary-Treasurer, in addition to the audit by the certified public accountant,

1. CCP-1898-P. 51.

2. Const: Art 10, Sec 2, P. 15. 1926 Edition.

and cause to be mailed to each affiliated local union a correct report of their findings^{1.} Apparently this is done in order to keep a check on the kinds of expenditures being made by the other officers. The Certified Public Accountant is interested only that a correct record on the books be made of the receipts and disbursements.

JEALOUSLY.

Sectional jealousy has been very pronounced at various times in the history of the Stage Employees. In 1897, the west accused the east of having control of all the offices, and getting all the benefits from the organization. A short time before the convening of the Convention on July 19, 1897, Chicago local #2 sent out a circular letter to all of the then "western" locals in regard to the eastern domination of the officers and the executive board. This action of Chicago created a great disturbance in the 1897 convention, and caused the Chicago local to get a severe verbal chastising from President Maloney, and a vote of censure from the delegates at the convention.^{2.} Nevertheless, Chicago's circular letter had some effect as an "eastern" and a "western" executive board was established at this convention, composed of 4 members each.^{3.} Evidently these two boards did not satisfy the delegates, for at the 1898 convention, the two boards

1. Const: Art 12, Sec 1, P. 17. 1926 Edition.
2. CCP-1897-P. 42.
3. CCP-1897-P. 39.

were completely abolished, and in their place was elected
a board of three trustees.^{1.} From the evidence, the 3
trustees were not satisfactory either, because at the 1899
convention the offices of trustees were abolished, and
the present type of Executive Board (composed of president,
vice-president and secretary-treasurer)^{2.} was established.

President Norman in his report to the 1898 convention
commented upon the feeling of sectionalism, "the West
against the East"; and remarked that this feeling had been
shown on several occasions during his one year in office,
and that in his estimation, it had been the underlying
cause of much of the trouble which had been experienced
during the year, " and I believe that it exists more now
than ever, to the detriment of all unity and harmony of
our National Alliance"^{3.} Especially was President Norman
caustic in his remarks about the locals showing more
spirit and energy in opposing and evading the laws and
rulings of the Alliance than in enforcing and obeying
them.

Even today, with the General Offices in New York City
and the eastern locals with more members have been able to
greatly influence the vote at the convention. It is not
an uncommon occurrence at this late date, to hear the com-
plaint among locals of the central states that they are

1. CCP-1898-P. 51.
2. CCP-1899-P. 69.
3. CCP-1898-P. 55.

left pretty much to shift for themselves while all the efforts of the organization are centered upon better conditions, scales, etc., for the benefit of the larger locals of the east. While this charge is not strictly true, still the locals in the east see to it that their troubles have prompt attention, and that proper pressure is brought to bear upon the obstinate managers in their jurisdiction.

While sectional jealousy has been present in some form at nearly all the conventions, craft jealousy has been more in evidence and productive of more legislation than any other thing. It will be remembered that the first locals were composed entirely of Stage Employes as such. In 1896 two locals of Calcium Light Operators were admitted; New York #35, and Philadelphia #37. They had hardly been admitted before the Stage Employes locals began to complain that the Calcium Light Operators were encroaching upon their jurisdiction; and the attention of the convention for 7 or 8 years was devoted either to more accurately defining or restricting the Calcium Light Operators' jurisdiction. Two locals of Calcium Light Operators were all that were ever chartered. Other Calcium Light Operator men were always instructed to join the existing Stage Employes local; and in this way much trouble was averted. That is--jurisdictional disputes between two Alliance locals in the same city

both holding charters from the Alliance were kept at a minimum---They only had to watch the New York and Philadelphia locals.

With the development of the motion picture, and the consequent arrival of a different and higher type of theatrical mechanic in the person of the Motion Picture Machine Operator another "scrap" was started (and is still going strong today) especially where it was, and still is, in some places necessary to charter a Motion Picture Machine Operator local separate from the existing Stage Employes local. The operation of the spot light from the front of the house in combination vaudeville and picture theatres has caused more arguments between the Motion Picture Machine Operator and the Stage Employes locals than any other one thing, with the operation by the Motion Picture Machine Operators of remote control devices running a very close second.

THE INITIATIVE AND REFERENDUM:

The Stage Employes seem to have had very little use for the initiative or the referendum. Changes in the Constitution and By-laws can be made by a majority vote of the delegates at any convention. To this there are two exceptions. The General Office may be removed from New York City only by a majority vote of the affiliated locals; and a special convention may be called by two-

thirds majority vote of the affiliated locals. In both cases the referendum must be used.

Several resolutions having for their purpose the extension of the initiative and referendum have been presented for the consideration of the delegates at the various conventions; but little change has been brought about by such resolutions. The first attempt was a resolution presented at the 1896 convention to "adopt the principals of initiative and referendum" for the construction of the laws. This resolution was defeated.^{1.} At the 1898 convention a resolution was presented and adopted whereby alterations in the constitution and by-laws could be made by submitting the proposed change to the affiliated locals.^{2.} In 1899, the General Executive Board was authorized to submit proposed alterations in emergencies to the locals for their approval or rejection.^{3.}

The present system of amending the constitution and by-laws is by submitting the amendment to the convention assembled, and passed by at least a majority vote of the delegates in attendance. Emergency amendments to the fundamental law may be proposed by the General Executive Board, but their proposal must be submitted to the affiliated locals and a majority of the votes returned to

1. CCP-1896-Pp. 28 & 30.
2. CCP-1898-P. 61.
3. CCP-1899-P. 85.

the General Secretary-Treasurer must be in favor of the amendment. Thus, then, amendments must be submitted to the General Executive Board and passed by them before being submitted to the locals. If the Executive Board refuses to entertain the proposal, there is no way of making them do so. But note that this is for enactment of emergency legislation and not routine business. It might be proper to remark, that this emergency power has seldom been used. The reason probably being that the local unions are very, very jealous of their Home Rule powers.

1.
The convention has been favored by most of the officers and members as a means of enacting legislation and settling the disputes between the 3 crafts represented within the Alliance, and the disputes with other bodies. The membership is widely scattered, covering the United States and Canada (with 33 locals). Further, since the Alliance pays the delegates' transportation to the convention and the per diem, there is very little excuse for the initiative and referendum, except as a money saver, for all locals are expected to be represented at the conventions.

Another reason for the very infrequent use of the initiative and referendum is that the President has very

1. As conferred by Art. 21, Sec 1 of the Const: Art 2, Sec 1, and especially Art 2, Sec 20 of the By-Laws.

broad powers. Article 7, Section 11 of the Constitution gives the president:

"In case of any emergency***the power to suspend any law or laws of the Alliance or of any local union, provided he obtains the unanimous consent of the members of the General Executive Board".

Thus it would be much easier, quicker, and simpler method to proceed under this section than under the section ~~authorizing~~ the General Executive Board to submit emergency questions to the affiliated local unions for their approval.

DISTRICT UNIONS.

It might be said that the first district unions of the Alliance were formed in 1897 when the United States was divided into two sections presided over by two elected Executive Boards elected by the respective districts as explained on page 22. The division was made by drawing a line North and South through the United States at Cincinnati, Ohio with Cincinnati placed in the Eastern
1. District. This arrangement did not seem to work well for in 1898, the two Executive Boards were abolished as well as this district arrangement.

The next attempt at a District Union was an extremely extra-legal arrangement made by a group of local unions in the Northwestern part of the United States. These

1. CCP-1897-Pp. 44 & 47.

locals were comparatively isolated from the rest of the Alliance because of the large expanse of unorganized territory in the Central-Western states; the slowness of communication and the radically different economic situation in the West confronting these local unions. The Pacific Northwest Association of Stage Employes was organized in the early part of 1904,^{1.} for the specific purpose of combatting the Pacific Northwest Managers' Association in their attempts to lower wage scales and the working conditions of the several local unions.

The officers of the Alliance did not take kindly to the efforts of this group of locals. They charged it with being a dual organization, fearing it would become stronger than, and soon entirely sever its connections with, the Alliance. With these charges in mind the 1904 convention of the Alliance ordered the Association to disband,^{2.} but the Association still carried on some activities. The 1905 convention gave the Association a vote of censure because they had not disbanded as ordered by the convention in 1904, and again ordered it to disband. The Association was officially supposed to have disbanded in 1905, but nevertheless it was still carrying on some activities in 1906. Vice-President Rusk,

1. CCP-1905-Pp. 188 & 194.
2. CCP-1905-P. 188.

in January 1906, made an investigation of the affairs of the Association and reported to the 1906 convention that the Association was necessary as 57 theatres in the Northwest were controlled by the same Managers' Association.¹ Meanwhile the attitude of the officers and delegates had now changed in their opinions toward the Association, yet no official action was taken which would legally permit the Northwest Association to continue, nor were further orders issued to disband.

By 1909, the attitude of the officers had so far changed in regard to the desirability of District Unions that President John J. Barry recommended the local unions be permitted to form a loose kind of organization "to meet together to form a united front to defend their rights and oppose any imposition promoted or practiced upon them" by any theatre manager or chain. In the same year the General Executive Board also recommended that where "local unions who are working under a system of managers over their special circuit" some kind of District Union be formed to endeavor to get the same wages scales and working conditions in all houses controlled by the same managers, or what is today called a 'chain theatre circuit'.²

Thus 1909 found the District Union system officially

1. CCP-1906-P. 222.
2. CCP-1909-P. 315.

adopted and 7 districts were created. The Alliance's jurisdiction was divided off by states so that as nearly as possible the locals having the same managers to deal with and the same economic conditions were placed in the same district. The District Unions have never been of much importance because the local union is still the paramount authority on most local affairs. The District Union being more for the purpose of getting concentrated action, if needed, along a certain line should the locals desire it.

There has been much shifting of states from one district to another, and of subdividing into two or more. Each change has been an attempt to adjust the locals within the district to their individual economic needs, and to the territory covered by a particular theatre chain or group of chains. The District Unions have not been much of a success in the Alliance for as yet too many of the locals unions feel that they are the sole judge of their wage scales and working conditions and will stand for no outside interference in their local autonomy privileges.

1.
There are at the present time 12 districts. While local autonomy rights interfere with the successful operation of the District Unions, a greater objection is probably the large territory covered and sparseness of local unions in some states. Nevada and New Mexico have

1. Const: Art 15, Sec 2, P. '90.

only one local union each.

District organization is extremely simple, in that they have only one officer. The District Secretary-Treasurer, who is elected by the locals within the district. The presiding officer at the district conventions is an officer of the Alliance or some member selected by the International President for that purpose.

Probably in some future time the local unions will more and more have use for the District Unions, especially if the combinations and concentration of theatres in the hands of a few large chains keep up at the same rate as in the last five years. It will be necessary for the Alliance to keep pace with the form of organization of the theatrical owners. For as the chains control more theatres under several different local unions' jurisdiction with practically the same economic and territorial conditions, the Alliance will be forced to use a larger unit than the single local union in the negotiation of contracts between the chain and the various local unions.

District conventions are held whenever and wherever the local unions comprising the district feel it is desirable. Some of the districts hold annual conventions; others hold bi-annual conventions. The time and place of holding the convention is entirely up to the locals within the district. Some of the districts hold a convention a few days earlier than the Alliance holds its bi-annual convention. The holding of the district conventions at the same place as the general convention thus

relieves the individual locals of paying their district-convention delegates expenses as the Alliance pays their expenses in connection with the general convention.

Whatever legislation is adopted at a district convention is binding upon all locals within the district as soon as the legislation is approved by the General Executive Board of the Alliance. Each local must contribute to the district treasury on a per capita basis enough to carry on the necessary expenses.

Sometimes the District Secretary-Treasurer has been commissioned by the International officers to carry on organization or re-organization work within his district, but in these cases the expenses are paid by the Alliance. The general feeling in the Central States, though, is that the District Union is a dead loss and an unnecessary expense to the local unions, because of its seeming uselessness. That is, there is no work (or very, very little work) for it to do. It had served primarily as a collector of statistics of wages, working conditions, membership, and general local union policies; and even here its work is very incomplete and imperfect.

THE LOCAL UNION.

The Alliance was formed in 1893 by 11 local unions of Stage Employes. The fundamental philosophy of the

1. Const: Art 15, Sec 6, P. 22. 1926 Edition.

2. Const: Art 15, Sec 7, P. 22. 1926 Edition.

Alliance has always been that the local union should have absolute control of the wage scales, working conditions, and employment of their own members ahead of members of sister locals. "Home Rule" or local autonomy in respect to the conduct of local affairs has always been the policy of the Alliance.

Being a federation of local stage employes unions, the Alliance was founded upon the principle that the local union was supreme in authority. The Alliance having only that authority which was and might be conferred upon it by the local unions. "Home Rule" was to be each local's right. "Home Rule" was defined by the Alliance in 1895 as "New York Theatres for New York local members, Chicago Theatres for Chicago (local members), and no other members of locals allowed to work within the jurisdiction of other locals without (their) consent"^{1.} It was further defined by the New York delegation, and approved by the convention, to mean: "nothing more than to give employment to New York men, and when there is a place they cannot supply a man, then they will give preference to (other) members of the N.A.T.S.E."^{2.}

Thus by these decision, each local was allowed to place their men first in any available position within their jurisdiction, before any other Alliance local member

1. CCP-1897-P. 40.
2. CCP-1895-P. 23.

could get a job---and then only when placed by the Business Agent of the local union.

There are now three sections covering the Home Rule perogatives of a local union:

"'Home Rule' is granted to all affiliated locals of this Alliance, and this shall be construed as authority conferred upon each local union to exercise full control over its own affairs: provided, however, that in the conduct of such business no action shall be taken that will conflict with any portion of the Constitution and By-Laws of the International Alliance". 1.

"Affiliated locals are required to insist that all positions within their jurisdiction be filled by their own members. In the event of the local membership being unable to care for all vacancies, preference must be given to members of sister locals affiliated with this Alliance. ***Any local failing to comply with the requirements of this section shall be fined not less than Fifty Dollars (\$50.00) for each offense". 2.

The section, though, which has the "teeth" and which makes the home rule very effective for the Alliance locals, is as follows:

"Jurisdictional Violation: Any affiliated local union which refuses to order its member or members to withdraw from the jurisdiction of a sister local when ordered to do so by the President of this Alliance shall suffer suspension of charter for a period of not less than five (5) years and shall not be readmitted to this Alliance unless so decided by a two-thirds vote of the delegates in convention assembled". 3.

Much trouble was encountered with some of the locals because of their refusal to obey the Home Rule clauses as adopted at the 1895 convention. Drastic action by the Alliance early in its career soon put a very effective stop

1. By-Laws: Art 2, Sec 1, P. 40.
2. By-Laws: Art 2, Sec 19, P. 44.
3. By-Laws: Art 2, Sec 20, P. 44.

to it is violation. The first important case was that of Baltimore local #19 which had refused to withdraw one of their members out of foreign jurisdiction. Baltimore's action brought much criticism from President Norman in his report at the 1898 convention,^{1.} and by action of the convention Baltimore local was fined \$250.00. Their charter was revoked for 2½ years because of their refusal to pay the fine.^{2.} The Alliance refused to recharter the Baltimore local until the \$250.00 was paid, or to charter a reorganized local there.^{3.}

About the same time the Baltimore local paid its fine and was readmitted to the Alliance, Columbus local #12 was suspended (Jan. 1, 1900) because of its refusal to withdraw a man, or to expell him from membership, for working in Washington local #22 jurisdiction.^{4.}

The strict enforcement of the Home Rule laws in these two cases when the Alliance was young, made the locals respect very much the working privileges of the sister locals. Few violations have been reported in recent years, and when proven the offender has received scant sympathy from the Alliance officers. Expulsion has been the usual penalty for such offense, although sometimes offenders have escaped with a heavy fine, or a fine and suspension.

1. CCP-1898-P. 55.
2. CCP-1898-P. 62.
3. CCP-1901-P. 113.
4. CCP-1900-P. 94.

The Local Union carries on its work through certain elected officers. The number of officers depends upon the size of the Local union. The small Locals generally manage to get along with a President, Secretary-Treasurer, and Business Agent. Sometimes, though, the office of Secretary-Treasurer, and Business Agent are combined into one. In the larger locals a more comprehensive staff of officers is needed to perform the necessary duties in connection with the activities of the Local Union. There may be several vice-presidents, the Business Agent may have two or three assistants, and the same for the Secretary and the Treasurer. The composition of the staff of the local will fit the needs of the local organization.

The corresponding secretary, or the Secretary-Treasurer, of the local union carries on the correspondence with the General Office of the Alliance, and with the other local unions. The Business Agent's duties are wide and varied. He is the local's representative in the dealings with the theatre managers, collects the weekly percentage dues, assigns men to work in the theatres, endeavors to see that all members perform their work in an efficient and satisfactory manner, and attempts to adjudicate all disputes between the managers and the members. The Business Agent consults with the theatre manager in regard to the shows being booked in, so that

the proper number of men will be on hand promptly to work the show. So far as the Local Union is concerned, the Business Agent is its most important officer for with the selection of a good or indifferent Business Agent the Local will stand or fall. To him the members must look for work, for no member of the Alliance (except mechanics with a traveling attraction) may make application directly to a theatre manager for a job,

As a usual rule, the local unions have few standing committees. Special committees are elected or appointed from time to time as necessary. The scale or contract committee being an important one in drawing up a tentative agreement fixing the wages and working conditions for Alliance members in the local theatres. Ordinarily committees are appointed or elected for some specific thing, and when that is finished, the committee is discharged.

Most locals have an Executive Board or a Board of Trustees which are supposed to have general control over the local between meetings. But here there is a great variance between locals in the names, duties and composition of their Boards. After 1907 the local Unions are required to submit to the General Office of the Alliance for approval all local Constitution and By-Laws and proposed amendments before the change can go into effect.^{1.}

1. CCP-1907-P. 254 and By-Laws: Art 2, Sec 43, P. 49.

The salaries paid the officers of the Local Unions naturally vary with the size of the local and the office held. Ordinarily the Business Agent, as before stated, being the most important officer of the local, is paid the largest salary. His salary depends mostly upon the size of the local; and in the larger locals the Business Agent is usually paid the highest prevailing wage received in the local theatres. The Secretary and the Treasurer are usually paid a certain amount each meeting attended. In the smaller locals, though, it is not uncommon to see all the officers serving without any compensation whatsoever.

At the present time there are three general classes of local unions: The Stage Employes, the Operators, and the "Mixed". There are in addition to these three general classes of locals, two special classes: Studio Mechanics, and Motion Picture Cameramen. The Studio Mechanics locals, of which there are two, have control of the mechanical work in the studios on the West Coast and the East Coast. There is only one Cameramen's local and it exercises jurisdiction over the entire United States and Canada.

The Policy of the Alliance has been never to grant concurrent charters in any one city. That is, there will be only one local holding jurisdiction over a certain class of work in any one city. By this policy the Alliance has not been troubled with disputes between the locals over

division of jurisdiction in a city, as have other unions. This policy was, in a small way, violated twice in the organization of the two Calcium Light Operators locals; and in the organization of several property clearers locals; although this was not considered as a sharing of jurisdiction, but only of setting aside of certain work which the Calcium Light Operators and the Clearers could do. Even here, no two Calcium Light Operators locals or Clearers locals were chartered in the same city.

THE THEATRE.

The theatrical business is rather peculiar so far as Unionism is concerned, because the presence or absence of only one man can make the difference between a fair theatre and an unfair theatre. Especially is this true in the small picture theatres where the Motion Picture Machine Operator may be the only man under Union jurisdiction. That one man will then, if a Union house, be the Local's representative in that place.

In some of the larger locals, a steward is designated (by the local) from among one of the members of the working staff to see that the Local's Constitution and By-laws and working conditions are enforced in that theatre and to report to the meeting of the local of all shows, traveling members, and conditions at his theatre. The steward of the theatre must inspect all membership cards, traveling

cards and contracts of Alliance traveling members coming into his theatre with a show and report these to the meeting. Consequently, if the Motion Picture Operator is the only Union man there he automatically becomes the steward and must perform the duties as required by the local union. The duties of the steward, if one is used, are set by the requirements of the local union; the International having nothing to say whether one must be used or what his duties shall be.

CENTRAL LABOR BODIES:

After 1910 each local union has been required to
1. affiliate with their respective State Federation of Labor,
and with the central bodies of the American Federation
of Labor or the Dominion Trades and Labor Congress "and
any local that refuses to affiliate***or withdraws from
such bodies, except by permission of the International
President, shall be subject to a fine of Fifty Dollars
2. (\$50.00)". This clause makes it mandatory upon each local
union to secure and maintain affiliation with the state
federations of labor and with the city central body, if
there is one in the city. The local unions are re-
presented in the city central body by delegates elected
from among the local union's membership.

1. CCP-1910-P. 384.
2. By-Laws: Art 2, Sec 8, P. 41.

There is found, also, in some of the larger cities another type of representative body. This is known as Amusement Craft Federation, or some similar name. The Amusement Federation is similar to the building trades council for the building trades unions, except here only the unions having jurisdiction over the various phases of the amusement business are represented. We generally find the Operators, the Stage Employes, the Musicians, and the Bill Posters are the only ones represented. This is a loose sort of Federation in which an attempt is made to have the various amusement crafts come to a better understanding of their several problems in dealing with the theatre managers, to promote harmony between the crafts working in the theatres, and to get concentrated action on a stubborn manager when necessary. This Federation is organized solely upon the initiative of the local unions in the city, and is seldom connected in any way with the city central body. Each local elects one or more delegates to be representatives in the Federation. Since the number of locals is so small, this Federation really takes on the form of a joint committee who represent their respective local unions in the conferences.

Chapter IV

MEMBERSHIP.

ELIGIBILITY:

Membership in the Alliance was first restricted to Stage carpenters, electricians, and propertymen. Later Calcium Light Operators, Moving Picture ^Machine Operators, and Property Clearers were admitted. And still more recently, Studio Mechanics and Motion Picture Camermen were admitted. Between 1896 and 1898, even Scenic Painters were eligible for membership in the Alliance.

Certain other conditions are also necessary for membership. The most important one is that the applicant must have actually worked in a theatre in some capacity over which the Alliance exercises jurisdiction. The next in importance is the (present) requirement that the applicant must be a bona fide resident for not less than 18 months within the jurisdiction of the local union to which he makes application. The applicant must also pass a "satisfactory" examination of his mechanical ability. This examination, however, is compiled, given, and administered by each individual local. Also each applicant's name must be first approved by the General Secretary-Treasurer of the Alliance before he is admitted to the local union. Further, a person

can gain admission to the Alliance only through membership in some local union.

The National body has had but few laws regulating the admission of members to local unions. In this matter, as in several others, the local is the authority upon the candidates admission, so long as the few^{1.} laws which will be mentioned later are obeyed.

A rule which partially governed admission to the local union was adopted by the Alliance in 1896: "If a man is a traveling man and cannot give any permanent residence or home, he should not be admitted, because any man must have a home somewhere, or must originally^{2.} come from somewhere".

The above rule was adopted to prevent "floaters", "drifters" or others of the same type from gaining admission to the local union, and after gaining admission to migrate to some other locality. This fear that members of some locals would migrate to larger cities, was and is the controlling cause of the Home Rule provisions. The 1896 section has been now superseded by the required 18 months actual residence within the local's jurisdiction.

1. Most of the Alliance's regulations arise over the issuance of traveling cards to members, which give them authority to work as mechanics with a traveling attraction, and will be more fully discussed in the chapter on Traveling Contracts and Attractions.
2. CCP-1896-P. 29.

Up to 1903, the Alliance had few definite rules regarding admission of members. Heretofore the local unions had admitted members as they saw fit. In 1903 a law was adopted which required that a person must be a bona fide resident at least 6 months and must have actually worked in a theatre as a stage employe of, and in, the city holding jurisdiction before he could be admitted to the local union.^{1.}

At the 1926 convention the resident requirement was changed to 18 months, as a great part of the delegates^{2.} felt the 6 months requirement was not long enough. This was done principally because some of the smaller locals "to build up their membership" had been taking in men who had no intention whatsoever of remaining in the city after they were granted a membership card. This provision was also to make it still harder for a "floater" to be granted membership by an unscrupulous local.

Managers and proprietors have always been looked upon by the Alliance as being ineligible for membership, because of the fear that they would exert an undue influence upon the activities of the local. This probably was a very good reason the first 15 years after its organization for the Alliance as a whole was not any too

1. CCP-1903-P. 152.

2. By-Laws: Art 2, Sec 21, P. 44. 1926 Edition.

strong. The sentiment against the owners and managers was crystallized by the adoption in 1899 of an amendment to the Alliance's constitution which read that: "No proprietor or manager shall be eligible to become a member of any Local Union"^{1.} Again at the 1902 convention the question came up: "Has a manager any right to hold an active membership card in any Local affiliated with this Alliance?" To which the presiding officer ruled that such member had no right.^{2.} This ruling did not make it mandatory upon the local to give the member who became a manager a withdrawal card.

In 1910 some of the delegates feeling that the practice of the local permitting the manager-member to retain his active membership should be stopped, presented an amendment which required such manager-member to take out within thirty days a withdrawal card, or to be expelled.^{3.} This law did not permit the local to use any discretion whatsoever in dealing with their members who might become managers. Some of the Alliance officers and some of the locals began to feel that this was too harsh a measure to be used indiscriminately for the usual case was that the local's best members were the ones who

1. CCP-1899-P. 85.
2. CCP-1902-P. 137.
3. CCP-1910-P. 357.

were promoted to the managership. Even though the member was a good union man, and would be in a position to give the local real assistance, the member was required to sever his connection with the local. Still, it was maintained by some that no person could serve two masters: He could not serve the best interests of the local and at the same time promote the owner's interests as manager of the theatre. The 1910 amendment was changed so that "Any member accepting a position as manager in any place of amusement shall not be allowed voice or vote in any local union while holding such a position; but the local of which he is a member may, at its own discretion, permit him to retain his membership"^{1.} This change was thought to be necessary because of the increasing number of Alliance men who were becoming managers and proprietors of amusement places, and because some other unions permitted employer-members to retain their membership in the union.

The requirement that the local may permit the manager-member to keep his active membership is variously followed by the different locals. The local by-laws would govern the case.^{2.} Some of the locals will permit such manager-member to retain active membership, while other locals make it compulsory for the member to take out a withdrawal card, and still other local's by-laws say nothing whatsoever in

1. By-laws: Art 2, Sec 39, R. 48.

2. General Bulletin. No. 190, April 6, 1925.

regard to members who become manager.

APPRENTICES:

The Alliance has never attempted to regulate the number of apprentices a local might have, or the number of members to be admitted to any local, except insofar as the residence requirement of the applicant must be observed by the local union. It is evident by the utterances from the General Office from time to time that the resident requirement is not strictly obeyed by some of the local unions. The General Office through the Bulletin has seen fit since July 1926 to repeatedly call the local's attention to the 18 months requirement, and has further remarked that upon proof of violation the local and members will be penalized in accordance with the Constitution and By-Laws. For violation of the residence section the local shall be fined twice the initiation fee charged the candidate, but in no case is the fine to be less than \$50.00. Membership cards issued in violation of this section are to be cancelled^{1.} immediately. Certain members of the local are responsible, also, in that "any member of an affiliated local who endorses the application of one not eligible for membership shall be liable to a fine of not less than Fifty Dollars^{2.} (\$50.00)."

1. By-laws: Art 2, Sec 21-a, P. 45. 1926 Edition.
2. By-laws: Art 2, Sec 21-b, P. 45. 1926 Edition.

A further requirement is set by the Alliance which makes it mandatory for a local union, before accepting a candidate into membership, to submit his name to the General Secretary-Treasurer for approval.^{1.} This provision is not to restrict the local in the lawful acceptance of new members, but is to prevent the acceptance of expelled or suspended members of sister locals, or the acceptance of rats and scabs by locals outside of the jurisdiction in which the scabbing took place. Expelled members, rats and scabs thus find it very difficult if not impossible to gain admission into the Alliance.

Apprentices have always been required to remain in their home city, although evidently this was sometimes violated, until a rule was adopted which prohibited apprentices from accepting traveling positions: "Apprentice cards issued by Locals shall not be recognized when the apprentice is with a traveling company in any capacity, but shall be dealt with as a non-union man and his Union notified. All^{2.} assistants with traveling company must be union men."

At the present time only "registered apprentices" (those on which per capita tax is paid by the local to the Alliance and whose names are recorded in the General Office) can hold a position even in his home city ahead of a sister Alliance member. That is, registered apprentices,

1. By-laws: Art 2, Sec 23, P. 45. 1926 Edition.
2. CCP-1897-P. 46.

insofar, as the Alliance is concerned, came ahead of members of sister locals as long as the apprentice is in his own city. Outside of his home local, the apprentice has no privileges whatsoever except what the sister local may grant to him.

While admission has been relatively easy to gain in a local union in the past, most of the locals will not take in more members than there is work for their membership to do. The local endeavors to give their membership all the employment possible, and if the greater part of the membership is to be regularly employed, the membership must not be larger than the number of available jobs; or the members will have to "pass around" the work. Consequently, few of the Alliance locals have ever tried to increase their membership by taking in any applicant that might come along.

The original idea behind the apprenticeship of the Stage Employes locals was presumably the same as in all other labor organizations: that there should be a period of training sufficiently long to make a man competent in any particular field. The apprentices were ordinarily used as property clearers or other departmental assistants. And when the apprentice had become competent properly to handle a department job he was supposed to be admitted as a journeyman.

Since the term of apprenticeship, and most other

apprentice requirements, are under the control of the local union a great variety of regulations can thus be found. Some of the locals have no apprentices whatever: They admit members direct upon examination. Other locals have members who have been apprentices for 25 years and are likely to remain such all their life. It is within the power of the local to determine the length of apprenticeship, or the time when the apprentice shall be admitted as a journeyman, and the apprentice has no power to compel the local at any time to admit him as a journeyman. Apprenticeship in the Alliance is practiced almost entirely by the larger locals.

Several of the larger locals unions use the apprentices as departmental assistants, although there is no uniformity in this practice. The apprentices are under whatever restrictions the local union desires to impose upon them--- and there is no definite length of time which the apprentice must serve before being admitted as a journeyman. Whenever the local union sees fit to advance the apprentice to full membership, then they do so. This serves to restrict the activities of many of the (apprentice) members in that they cannot accept positions with traveling attractions, and gives them no working privileges in the jurisdiction of a sister local. Since the local union has entire authority over the apprenticeship period, we would naturally expect

that it has in many cases been abused. Some men have served 25 years or more as apprentices, and can do nothing to improve their status. Such a practice is particularly unfair to the apprentice in that it keeps him "at home" perhaps just because a few of the journeymen members have a grudge against him and will not vote to admit him to full membership in the local union.

Most of the smaller locals have no apprenticeship requirements. Applicants are admitted to journeyman membership upon successful passing an examination covering their field, i.e. Stage Employes or Operator. An apprenticeship system has been found rather hard to administer in the small locals, because the theatre manager, should he personally know that a certain man working for him was an apprentice, would immediately want to pay him a smaller salary than the journeyman members. This would cause confusion in payment and collection of wages for perhaps on one show an apprentice would have a certain job and on the next show a journeyman member would have that job.

An adequate solution was found by refusing to have anything to do with apprentices, or (if the local was strong enough) to require the same salary to be paid to both apprentices and journeyman. Even in this case the theatre manager would argue that, since he was paying for journeyman help, he ought to get it. Consequently, in the smaller

locals where all the membership is personally known to the theatre managers, it has been found a better and safer practice to have no (or very few) apprentices.

Apprenticeship experience is now usually gained through the use of the "permit" system. That is, suppose a show came in which calls for more men to work than there is local members available (and no member of a sister local will respond to the call for extra help) a non-union man is placed by the local's Business Agent and is "permitted" to work this particular show. This non-union man is "permitted" to work by the local union whenever union men cannot be obtained. This man will in time gain enough experience to enable him to pass the examination as set by the local union and also satisfy the requirements of the Alliance law as to 18 months bona fide residence and the passing of a satisfactory examination as to his competency and qualifications. He will then be admitted to journeyman membership. The "permit" system is practiced by the smaller locals, who only occasionally have more work than their membership can perform.

Whenever an operator or stage mechanic makes application from a town outside of the city where the local is situated (but within its jurisdiction), such applicant is generally admitted by examination although he may be required to serve a short definite period of apprenticeship,

not because he is incompetent but to serve rather as a training period in unionism and the assimilation of the working rules of the Alliance and of the local union. For generally these men from the small town have had little, if any, training in unionism or dealings with the Alliance. Here again, the admission of the applicant is entirely up to the local union so long as he has resided within the local's territorial jurisdiction the required length of time, and has never worked in an unfair theatre. Still this is not practiced promiscuously because the administrative difficulties arising from the exercising of jurisdiction over the small town is too great to be attempted by a small local.

ADMISSION OF NEGROES:

While the Alliance has never been troubled with the negro question as have some other Unions, still a few negroes are members of the Alliance. The earliest record of the negro question was brought up at the 1895 convention in which the question was asked as to whether or not a color line was to be drawn in the Alliance. President Lee M. Hart ruled that since the Alliance was affiliated with the American Federation of Labor, their laws would govern the case: "Locals must use their discretionary powers in electing members to their bodies". This ruling

1. CCP-1895-P. 17.

left the matter entirely up to the local union whether or not negroes should be admitted to membership.

The next reference to negroes was at the 1898 convention when Louisville #17 entered protest against some local for taking in negroes. This convention referred the matter to the Louisville local for "amicable settlement"^{1.} By this ruling, again the matter for the admission of negroes was left to the desires of the local union. Several negroes have been members of the Alliance, but their number has never been large. Probably most of the negroes were admitted in one or two ways: They were taken in when the local was organized in the town because the negro was already working in the theatre; or they were admitted afterwards when the local desired to extend its jurisdiction over a (probably) small theatre from which the local was unable to dislodge the negro and at the same time unionize the theatre. Few, if any, negro members have been admitted to membership as the white members are usually admitted. A reason for the small number of negro members is found, besides the dislike of the white members to work with the negroes, in the unpopularity of the negroes with the actors and actresses of the traveling company and in the negroes inability to quickly adjust themselves to the intricacies of the different traveling productions. Some attempts have

1. OCP-1898-P. 64.

been made to use the negroes for strike breakers, but with very little success. For as previously noted, the natural prejudice against the negroes by the actors and actresses (often in going so far as to refuse to put on a performance in a theatre where negroes were employed on the stage), have been a great factor in their slight use. The stage manager also was in many cases unable to get the negroes to properly set the show because of their general lack of knowledge, and the refusal of most people to teach them anything about the stage work.

The question of negro membership has never been much of a problem to the Alliance, and it has not often been disturbed by the negroes wanting to go on the stage.

A rather peculiar situation arises now with traveling attractions. The Alliance insists (and sees to it) that traveling shows even whose entire cast is negroes, must employ white traveling stage mechanics. The Alliance has refused to let the negro members of the Alliance be the traveling crew with the negro ministrals, etc. but requires that a colored troupe engage the white members as their traveling crew. Thus a situation arises in which it is entirely proper for the white members to work with the negroes, but not proper for the negroes to work with the whites. The reason for this situation probably is the few negro productions now on the road, and the Alliance

officers feel that the work should be performed so far as possible entirely by the white members. Also, if the negro members were allowed to go on tour as stage mechanics with the negro shows, this might have a tendency to cause some of the locals to increase their membership through the admission of negroes.

EXCLUSION OF WOMEN:

Neither has the Alliance been troubled with the intrusion of women as mechanics on the stage. The very nature of the stage mechanical work seems to make it impossible that many women would ever be used as a stage crew. The night work, the necessary "rigging" which must be done in some theatres before putting on a performance, and the arduous work in connection with the preparation for a performance and the packing of the paraphernalia for shipment to the next town, precludes the possibility of women being used very extensively as stage mechanics. Neither have the Operators had any trouble with the women invading the projection room; and if they should, the Alliance could probably have them excluded by law by being solicitous of their health, on the grounds of the great danger from fire, in the projection of the film, the necessary night hours, the physical strain an operator is always under, and the necessary mechanical knowledge required to keep the

projectors, generators, and other equipment in proper repair. While women are not prohibited from becoming members, such being left to the individual local's wishes, so far as known there are no women members of the Alliance.

HONORARY MEMBERSHIP:

Several of the original locals of the Alliance allowed their members to resign from the union: but this is supposed to have been the same thing as what is now considered as a withdrawal card. To have allowed the members to have actually resigned from the union would permit persons who violate union rules to avoid union discipline. Members who no longer desire to follow the trade were permitted to have a non-active or withdrawal membership exempt from dues and assessments. Upon a withdrawn member's return to the trade, he was required to again take up active membership with the local under whose jurisdiction he might be. The matter of withdrawal or non-active membership was governed entirely by each individual local's laws.

The subject of honorary membership in the Alliance was brought up before the convention in 1906. The General Executive Board had refused to allow honorary membership in the Alliance, and the convention confirmed this ruling.^{1.}

1. CCP-1906-Pp. 212 & 220.

The subject of honorary membership thus stands the same today; the Alliance officers feel that honorary membership would do the union no good. Be it remembered though that the initiation fee is within the control of the local union, and there is nothing to prevent the local from initiating a person free, if the local should so desire. Dues and assessments could be remitted by the local, but per capita tax would have to be paid by the local to the Alliance, because the Alliance does not recognize honorary membership.

WITHDRAWALS, SUSPENSIONS AND EXPULSIONS:

It is required by the Alliance that "no local union shall refuse to issue to any fully paid-up members who are not under charges an honorable withdrawal card upon request. The penalty for violation of this section shall be revocation of charter"^{1.} Only one other section deals with the subject of withdrawn members in which it is required that "affiliated local unions shall refuse to admit to membership such holders of honorable withdrawal cards as have committed acts detrimental to this Alliance after date of issue of said card."^{2.} The tendency in recent years has been for the local unions to consider the granting of a withdrawal card as the permanent severance of a

1. By-laws: Art 2, Sec 25, P. 45. 1926 Edition.
2. By-laws: Art 2, Sec 40, P. 48. 1926 Edition.

member's connection with the union. It will be noted from the quoted sections that it is not compulsory for the local to readmit the withdrawn members; and such prerogative has been exercised even to the extent of making the person pay the full initiation fee for re-affiliation, or rejecting his application altogether. This being governed by the local's constitution and by-laws. As an excuse, if the local desired to keep the withdrawn member out, it would be relatively easy to concoct some "acts detrimental to this Alliance".

Some of the locals require a nominal fee to be paid before issuing a withdrawal card. The supposition being that the Secretary is put to some trouble by reason of having to keep track of the withdrawn member's address; other locals make no charge for the withdrawal card, and will issue the card as soon as the member has paid all fines, dues, and assessments levied against him up to the time he asked for the withdrawal.

There is also a noticeable lack of uniformity between the various locals in the causes or reasons for the suspension or expulsion of a member. In some locals a member may be suspended or expelled on the slightest pretext in any violation of the local laws.

The Alliance at its Third Convention (1895) passed a resolution dealing with the methods to be used by a local in trying their members for alleged violation of the local's

laws, the channels through which appeals of dissatisfied local unions or of members must be taken.^{1.} This article provided that the local must give a member a chance to defend himself in open meeting before assessing any penalty.^{2.} If the member was dissatisfied with the result of the trial by his local, he was permitted to appeal to the Executive Board, and if not satisfied with the decision of the Executive Board, appeal to the Convention was allowed.^{3.} The decision of the Convention was final. Two rather interesting requirements were also made: (1) The decision of the local union must be obeyed until reversed by the Executive Board; and (2) "in all cases involving a demand for dues and assessments, or other moneys, the amount in dispute must be placed in the hands of the President of the subordinate Union, to be held by him until the appeal has been finally decided. No notice shall be taken of an appeal unless the above is complied with"^{4.}

These two requirements still obtain, that the decision of the local (or of the International President) must be obeyed until reversed by the General Executive Board or the Convention, and no appeal is allowed unless the amount in dispute (fines, dues, assessments, etc.)

1. CCP-1895-Pp. 23 & 24.
2. By-laws: Art 11, Sec 5, 1895.
3. By-laws: Art 11, Sec 1, 1895.
4. By-laws: Art 11, Sec 4, 1895.

is paid subject to the appeal. One section of the 1895 law provided, though, that "when a member has deliberately ratted, it is not necessary that he should be cited to appear for trial, but he may be summarily expelled"¹. This provision was to avoid the necessity for trials of members who had worked in unfair theatres.

In the assessing of fines, suspensions, and expulsions by the locals against their members, the Alliance has very little to say. The Alliance officers have taken the attitude that the local union is in a better position to judge the seriousness of the member's alleged violations and that the local should exercise their authority in this regard. Few appeals when reviewed by the General Executive Board or the Convention, have been reversed. To see that the charges and the penalty assessed thereunder are in accordance with the local laws is about as far as the Alliance will look when considering an appeal. The General Executive Board has on a few occasions suggested to the local unions that the fine levied was out of proportion to the offense committed and recommended that the fine, or other penalty, be considerably reduced. This would constitute a reversal in part by the Executive Board which would have to be obeyed by the local union.

Some locals use extreme care in the discipline of

1. By-laws: Art 11, Sec 7, 1895.

their members; others are not so careful. Some locals rigidly enforce their laws; in other locals it is nearly impossible to get a conviction against one of their members. Thus the discipline varies with the members who constitute the different locals affiliated with the Alliance.

The Alliance through the International President, the General Executive Board, or the Convention has the power to fine, suspend, or expell members of the local unions for violation of International laws. Most of these violations occur in connection with the traveling shows, and will be there more fully explained.

RE-INSTATEMENTS AND AMNESTIES:

Since the local union is in most cases the body which suspends or expells the members, readmission can only be gained through the local from which he lost his membership, or a "release" secured from such local. For several years after its organization, the Alliance and most of the locals were in such a weak position that they could not always be too harsh with some of their delinquent members. Commonly, then, reinstatements were made by the locals on terms they saw fit which materially depended on their financial strength; whether they were on a strike or lock-out in their local theatres, or in periods of depression in the show business.

While the Alliance has always held in contempt "rats"

and "scabs", yet sometimes it has been necessary to admit some of the "rats" and "scabs" in settling a long and disastrous local strike or lock-out. In most cases the local has objected, but the Alliance has insisted that their recommendations be followed in order that the trouble be settled. President Canavan has said "sooner or later every strike or lock-out must be settled". An attitude is generally assumed by the local that such "rats" and "scabs" will be eliminated from membership as soon as possible. That is, the first chance that presents itself the local will expell or suspend them from membership; or as within as short a time as possible they will be "eased out" of their jobs and a good union man placed.

At the present time the International law requires all applicants for membership, reinstatements, and withdrawal card holders be referred first to the General Secretary-Treasurer^{1.} for investigation and approval. This is to prevent applicants who have "committed acts detrimental to this Alliance" from gaining membership in a local outside of the jurisdiction of the local in which the violation took place. Much more consideration is shown by the Alliance for non-union men (those who have lived and worked in cities where there is no local and have never had a chance to join) than to former members

1. By-laws: Art 2, Sec 23, P. 45.

who have become suspended or expelled.

Members who have been expelled or suspended by the International Officers can gain readmission only through the permission of such officers, and /or the approval of the Convention. Suspension, expulsion, or fines levied by the General Office against members of local unions generally arise from violation of the laws regulating traveling attractions. The traveling members receive still less consideration for violations of the International laws than do violators of local laws because the officers feel that a general demoralization would take place if the laws affecting traveling members were not strictly enforced. For the power of the Alliance arises in no small part from their strict control of the traveling attractions, and the regulations affecting the relations between the traveling members and the local unions.

At the present time the Alliance and most of the locals are strong enough to make their delinquent members secure reinstatement by settlement in full.

Chapter V

FINANCE.

International Union: REVENUE:

The first revenues of the Alliance were raised in a very simple way. The 11 locals which organized the Alliance assessed themselves \$2.75 each to print the newly adopted constitution and by-laws.^{1.} The per capita tax was set at 20 cents per member per year payable^{2.} quarterly, and locals desiring to affiliate after July 18, 1893 (the organization date) were to be charged a charter fee of \$25.00.^{3.} This plan was very simple, but depended upon the honesty of the local union officials to report the proper number of members and to remit their per capita tax accordingly. It is too much to suppose that the local officers were entirely honest in remitting per capita tax on their members, and attention has already been called in a previous chapter to the protests entered by the credential committees against locals asking for more delegates at the conventions than the books of the Alliance showed they were entitled to. Thus it is safe to assure that the locals were not al-

1. CCP-1893-P. 6.
2. CCP-1893-P. 6.
3. CCP-Idem.

ways remitting per capita to the Alliance for all the members on their books.

Per capita tax has been the chief source of revenue for the Alliance. In the early years of the organization this source was supplemented by frequent assessments. Charter fees, sales of supplies, and fines levied against the members and the locals are minor sources of revenue. Per capita tax was low, being only 20 cents per member in 1893, but the members seemed to be more content to have assessments levied than to have the per capita tax increased to an amount which would make it unnecessary to levy assessments. The assessments were somewhat in the local's control, and it is supposed that some of the locals were afraid to give the Alliance too much power by increasing the per capita tax. For he who controls the purse-strings also controls many other things. This can be likened to the "state-rights" arguments in our government in that the local unions were autonomous units and did not propose to give up any of their powers. By an increase in the per capita tax, the locals were afraid they would soon have a "despotic foreigner" in the shape of the Alliance issuing orders to them. Another thing which contributed to the unwillingness of the locals to increase the per capita was the low wages paid to the Stage Mechanics in comparison to other skilled workers.

From a start of 20 cents per member per year the per capita tax has been increased until now it is 85 cents per member per month. At the convention of 1897, it was increased to 50 cents per member per year;^{1.} increased to \$1.00 per member per year in 1904;^{2.} increased to 20 cents per member per month in 1912;^{3.} 25 cents in 1913; 45 cents in 1917; 75 cents in 1919; 80 cents in 1922; 85 cents in 1926.^{4.} There has been almost a steady increase in the per capita tax since the organization of the Alliance, until now the Alliance is definitely upon a high-dues policy.

Extraordinary revenue has always been raised by assessments on the members of the various locals. In fact, the first revenue of the Alliance was raised by an assessment of \$2.75 against the 11 organizing locals. In July 1897, the Executive Board found it necessary to assess every member 50 cents in order to provide funds for the running expenses of the Alliance, and to pay travel expenses to the General Officers in their endeavors to settle disputes.^{5.} At the 1897 convention a resolution was adopted which gave the Executive Board power to levy an assessment in such amount as their own judgment dictated, against the members of all affiliated locals to assist

1. CCP-1897-P. 48.
2. CCP-1904-P. 174.
3. CCP-1912-P. 450.
4. Rates 1913 to 1926 letter to author, from Richard J. Green, General Secretary-Treasurer, Feb. 29, 1928.
5. CCP-1897-Pp. 42 & 43.

1.
locals out on authorized strikes. This convention saw two steps taken to improve the finances of the Alliance: An increase in the per capita tax and an authorization to the Executive Board to levy assessments in any amount to assist authorized strikes or lock-outs.

While the first assessment levied against the 11 local unions was a blanket tax, all other assessments have been on a membership pro-rata basis, except in 1902, when the Executive Board was authorized to levy an assessment of \$10.00 per delegate to the convention, instead of increasing the dues to \$1.00 per member per year.^{2.} The local unions, however, have been held responsible for the collection of the money levied by the assessments and its remittance to the Secretary-Treasurer. The present constitution of the Alliance authorizes the General Executive Board to levy "assessments from time to time as the majority of its membership deem necessary" whenever the per capita tax is "insufficient to cover the legitimate expenditures of the Alliance".^{3.}

With the higher per capita tax, the Alliance has found it unnecessary to levy assessments in recent years.^{4.} The last large assessment was for \$5.00 levied in 1923

1. CCP-1897-Pp. 45 & 47.
2. CCP-1902-P. 136.
3. Const: Art 18, Sec 2, P. 25.
4. CCP-1924-P. 784.

1.
during the ill-fated regime of ex-president Shay. The high-dues policy of the Alliance has tended to do away with assessments; and especially those for ordinary running expenses. The dues at the present level seem to be sufficient to meet the needs of the body, unless added functions are placed on the "shoulders" of the Alliance by the local unions.

With the increase in dues, the the Alliance has been better enabled to assist the local unions fight hostile employers, and to pay the expenses of the International Representatives who are an invaluable help to the small local unions. The increased strength of the Alliance has been derived very much from the increase in dues, and the "war chest" the Alliance now maintains.

Some attempts have been made to require the locals to charge a uniform initiation fee; but these attempts have failed because the initiation fee is supposed to be one of the "Home Rules" privileges and not to be regulated by the Alliance. The amount of the initiation fee varies with the individual local. Some locals charge as low as \$25.00 and others as high as \$300.00. Whatever amount is charged by the local union as an initiation fee, the entire amount goes into the local's treasury

1. An assessment of 10¢ was levied on June 29, 1925 to assist the A.F. of L. in an organization and publicity campaign. (Circular letter, July 20, 1925 from General Secretary-Treasurer Richard J. Green).

and no part of it to the International body as in some other organizations.

Minor sources of income are derived from charter fees, sale of supplies, fines against members and against local unions. Almost the entire income of the Alliance is secured from the 85 cents per capita tax. The charter fee is now \$100.00, but only a few charters are granted each year. Membership cards and traveling cards were once sold to the local unions, but are now supplied gratuitously.

A majority of the delegates thought that some kind of a defense fund was necessary for the successful operation of the Alliance, and a fund for the purpose of "the sustaining of legal strikes; for resisting the encroachments of unfair and disreputable men when too strong for the local union to contend with; for the purpose of advancing and defending the principals of unionism as applied to our own trade whenever and however the Executive Board may decide" was inaugurated in 1895¹. The defense fund was established, but the most important thing of all was forgotten---the creation of a method of supplying the fund. In 1896, an attempt was made to eliminate the "joker" by the adoption of a percentage dues system $\frac{1}{2}$ cent a week on the actual earnings of all

1. CCP-1895-P. 24.

members when actually employed"^{1.} This was defeated, and no means was provided for the supplying of the defense fund. Four means were proposed at the 1897 convention of supplying the defense fund, but all were defeated. And thus the first defense fund of the Alliance came to an end.

EXPENDITURES:

The Alliance spends each two year period approximately \$281,000.00 for executive salaries and expenses.^{2.} The item of salaries constitutes the largest expenditure made by the Alliance. Approximately \$140,000.00 is paid to the vice-presidents and the International Representatives for salaries in their assistance of the local unions during times of strikes and lock-outs.

The Alliance pays no strike benefits as the term is ordinarily used. But in this connection there has been established by the Alliance a rather curious system. The only members of the Alliance who are entitled to payment of money from the funds of the Alliance are the members under contract with traveling attractions who answer the "official road call". The "official road call" is issued to local unions whenever an authorized strike is in progress against any place of amusement. The

1. CCP-1896-P. 28.
2. CCP-1926-Pp. 844 & 845.

payment made to these members is one-half of the road scale applicable to their position with the traveling company. Members of the local union are not entitled to strike benefits or other payments. In this connection the Alliance is different from most other unions, strike benefits being paid to traveling members affected by a local strike or lock-out and not being made to the local members which are affected. While the amount expended is not very large (about \$4,500.00 in two years-- 1924 to 1926), the effect on a local strike of the spending even this small amount is very great. Since this has primarily to do with conditions surrounding the traveling members and to the traveling conditions surrounding the traveling members and to the traveling attractions, more complete details will be mentioned later.

Donations to the local unions to carry on authorized strikes have been made at various times, but the executive officers of the Alliance feel that the responsibility rests upon the officials of the local union to accumulate funds enough against the proverbial "rainy day". In his report at the 1926 convention, President Canavan said: "Each local union has financial responsibility which requires the establishment of a reserve fund to be drawn upon in times of urgent

necessity. It is most unfair to expect other local unions to contribute their reserve funds for the purpose of defraying the costs of a controversy involving a local organization that has disregarded the matter of providing for their own financial needs.^{1.} Approximately \$6,000.00 was donated by the Alliance to various needy locals to carry on local disputes--1924 to 1926.

All officers of the Alliance when away from the General Office or their homes on official business are paid salaries or per diem, first class transportation, "plus \$8.00 per day hotel expenses". The International Representatives and trustees, however, are allowed \$10.00^{2.} each day for hotel expenses.

Organization expenses as used in the ordinary sense are very small. The little organization work carried on is done by the vice-presidents and the International Representatives. The Alliance does not believe in organizing local unions promiscuously. Their main efforts have been to keep intact and to strenghten those already chartered. Furthermore, the Alliance's available territory is extremely limited. In order that a local union be virile and thrive, it is necessary that there be several theatres in the town. A town to support several theatres would

1. CCP-1926-P. 842.

2. Const: Art 7 to 14 inclusive, pages 11 to 20. 1926 Edition.

have a population of about 15,000. Even this figure is low, and the largest and strongest locals are generally found in the largest cities of the United States and Canada.

Office supplies have also taken their share of the money, but in comparison with the executive salaries and expenses amount to very little. For office supplies, only \$50,000.00 was expended in the two year period of 1924 to 1926. Of this amount approximately \$16,000.00 was spent for stationery and printing; and approximately \$12,000.00 for telephone and telegraph; and rent on General Office headquarters took about \$11,000.00.

Annual conventions were held up to 1913; thereafter bi-annual conventions have been held. Better systems of communication, the executive officers having more power, the Alliance growing onto a more firmer foundation and the stronger financial position of the Alliance have made it unnecessary any longer to hold annual conventions. Since 1924 with the payment of both first class transportation and \$10.00 per diem, the cost would be enormous. The cost of the 1924 convention was approximately \$94,000.00. Annual conventions would mean a sharp increase in the per capita tax, or a sharp curtailment in other expenses. It seems to be better to hold conventions less frequent, not to get the dues too high, and spend the money

for other more important functions from which all the members of the Alliance would benefit more than by holding annual conventions.

Delegates transportation expenses to the convention were authorized by the 1919 convention and payments were commenced in 1920.^{1.} Per diem payments of \$8.00 per day to the delegates was authorized by the 1922 convention and payments were commenced in 1924.^{2.} The per diem is paid from the time the delegate leaves his home city until he returns provided he does not arrive in the convention city "sooner than twenty-four hours previous to the official call to order" and departs from the "convention city not later than twelve hours after the official adjournment of the convention".^{3.} The total per diem and transportation expense of the 1924 convention was slightly in excess of \$94,000.00.

When the Alliance started paying transportation expenses to the convention, there was a noticeable increase in the number of delegates present. Before this time many of the smaller locals did not think it worth the money to send a delegate and many of them were financially unable to pay the delegate's expenses, even though they did realize the importance of the bi-annual convention.

1. CCP-1920-P. 713.
2. CCP-1922-P. 738.
3. CCP-1922-P. 825.

With the additional payment of per diem there is no good reason why every local should not be represented. At the 1926 convention only 55 locals were not represented.^{1.} It will be realized that the payment of the delegate's transportation and per diem is one of the best ways to see that the largest number of locals are represented at the sessions. The Alliance was rather late in adopting delegates payments, but when they did, a fairly good salary (\$8.00--now \$10.00 per day) was paid them.

The Alliance was chartered by the American Federation of Labor in July 1894 and affiliated with the Dominion Trades of Canada in 1911, for the protection of the Canadian locals. Payments as dues and assessments to the American Federation of Labor for 1924-1926 amounted to \$5,120.00 and to the Dominion Trades of Canada \$270.00; payments to the Union Label Trades Department of the American Federation of Labor amounted to \$3,500.00.

While the Alliance has been little bothered by legal litigation, the local unions like all other labor organizations have had their share of trouble on this account. Much of the money donated by the Alliance to the local unions have been for the purpose of fighting legal battles, but of which no report is made in the convention

1. CCP-1926-P. 842.

proceedings. The largest amount spent by the Alliance in recent years was in the fall of 1925, to fight a series of injunction suits brought by the E. M. Lowe circuit of theatres which operate in the New England states, because of the inability of the local unions at Providence, R. I. to make satisfactory settlement there. The Alliance then withdrew their members from the other Lowe theatres which affected 8 local unions, from which the series of injunction suits developed. This legal battle cost the Alliance \$5,227.58, but since the American Federation of Musicians were also involved in the dispute, they paid one-half of the expenses, so that the net cost to the Alliance was only \$2,613.79. Happily the Alliance has always been on friendly terms with the producing managers association, now called the International Theatrical Association, Inc., and has not had to spend much money for legal fees in this connection.

FINANCIAL ADMINISTRATION:

The Alliance in its early years, had a very crude and defective system of financial administration. At the first convention two different financial officers were elected: a financial secretary and a treasurer. The financial secretary was supposed to collect the money due the Alliance and forward it to the treasurer who would make the disbursements. It must be remembered that this was long before

the establishment of the General Offices in New York City; which meant that the treasurer and financial secretary lived in different cities.

While the financial secretary was supposed to turn over to the treasurer all money, except a small portion for sundry expenses; yet he took it upon himself to make nearly all the disbursements instead of sending the money to the treasurer. At the 1898 convention the offices of secretary and treasurer were combined into the office of General Secretary-Treasurer.^{1.} The combining of the two financial offices effectively stopped the complaint of some of the delegates in regard to the financial secretary expending money instead of the treasurer.

Fidelity bonds have always been required of the financial officers of the Alliance. The financial secretary and the treasurer were each required by the first convention in 1893 to furnish a bond of \$1,000.00.^{2.} The amount of bond required has been increased until now the General Secretary-Treasurer is required to furnish "in a responsible surety company a bond of not less than fifty thousand dollars (\$50,000.00) or of such increased amount as may be named by the General Executive Board".^{3.}

The General Secretary-Treasurer is required to keep detailed records showing the amounts received, from whom,

1. CCP-1898-P. 51.
2. CCP-1893-P. 5.
3. Const: Art 10, Sec 3, P. 16.

for what, and dates. In the matter of expenditures, he also has to keep the necessary detailed records showing amounts expended and the purposes for which expended.

The financial books and records for 25 years were very meager and inadequate, and very poorly kept. It is only within the last 10 years that an adequate accounting system was established in the General Office. At the present time, the system in use is supposed to be very good. Especially since 1924 when Richard J. Green became General Secretary-Treasurer, the records have been more strictly and accurately kept.

For many years one of the largest causes for the poor systems of accounts kept in the General Office was the method of collection per capita tax from the local unions. Each local union had their own style of union card, and per capita tax was paid to the General Office simply by mailing the amount in with the quarterly report. This method did not permit the General Office to have an adequate and accurate check upon the number of members in a local union. Neither was it possible correctly to audit the records of the Secretary-Treasurer for receipts of per capita tax from the local unions.

As early as 1900, a resolution was presented requiring the adoption of a uniform due book and "stamp system" of per capita tax payments. This resolution was

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nearly unanimously defeated by the delegates. Constant agitation by certain members of the Alliance was made at various times afterwards, but it was not until 1919^{2.} that the "stamp system" was adopted by the Alliance. The per capita tax stamp has corrected many of the evils previously existing in the accounting systems of the General Office, and has made it impossible for local unions to have members on their books without paying per capita tax to the Alliance.

Audits of the records of the General Secretary-Treasurer have always been made. Formerly the "Finance Committee" audited the books and records, but since this committee had only a few days to do their work, very little actual good was accomplished by their audit. At the 1911 convention, the president was ordered to employ an "expert accountant" to audit the Secretary-Treasurer's books before the first of June each year.^{3.} And the first report of the "expert accountant" was presented at the 1912 convention in which it was said that "the system of bookkeeping is crude, cumbersome and open to the commission of irregularities of both error and design without hope of discovery, except those of clerical error".^{4.} The auditors recommended the adoption of the stamp system

1. CCP-1900-P. 105.
2. CCP-1919-P. 651 and CCP-1920-P. 709.
3. CCP-1911-P. 386.
4. CCP-1912-P. 423.

of per capita tax in their 1913 report, but as previously stated such system was not adopted by the Alliance until ^{1.} 1919. The three trustees are now required to audit semi-annually the books and records of the General Secretary-Treasurer and mail a correct report to each affiliated ^{2.} local union.

While the certified public accountant is to audit for error and fraud in the accounts of the General Secretary-Treasurer, the trustees audit is for the purpose of financial control of the type and purposes of the expenditures of the General Office.

The General Secretary-Treasurer has always been required to make a report to the convention which was to be submitted to the "Finance Committee". This policy of submitting the Secretary-Treasurer's report to the "Finance Committee" is still followed, though for what purpose now is unknown. Since a double check is already provided by the audit of the certified public accountant and the trustees, no good reason remains for a small group of delegates to attempt to do auditing work with but a few days at their disposal.

The adopting of the stamp receipt system was a distinct step forward in the financial administration of the affairs of the Alliance. By this system no other form

1. CCP-1913-P. 589.
2. Const: Art 12, Sec 1, P. 17.

of dues receipt is recognized and remittance must accompany orders for stamps. The local unions now have little chance of evading their share of the per capita tax. In this connection also the secretary of the local union is required to report each month the changes in membership. Thus the General Office knows each month exactly the number of members in each local union, and the amount of their per capita tax. Each member of the local union must be registered with the Alliance for "the membership of any member of this Alliance shall commence from the date of his registration with the General Secretary-Treasurer"^{1.}

To facilitate communication between the Alliance and the local unions, the names and permanent mail addresses of the secretary and president of each local must be filed with the General Secretary-Treasurer, the addresses to be "under no circumstances in care of any theatre or place of amusement"^{2.} Uniform cash books and ledgers are now supplied to the local unions in order that better care will be taken of local records.

Several times since the organization of the Alliance, monies received from per capita tax were supposed to have been placed into different funds, such as the convention fund, the journal fund, defense fund, etc., but

1. By-laws: Art 3, Sec 12, P. 52.
2. By-laws: Art 2, Sec 6, P. 41.

as late as 1924, President Canavan reported to the convention that such division had never actually taken place and all division requirements were at that time removed from the books, except that the convention fund and the money received through the claim department is still
1.
to remain in separate accounts.

DISTRICT UNIONS:

The chief revenues of the District Unions have been obtained from per capita tax, varying in amount between the different districts, levied upon the membership of the local unions within the district. The activities of the District Union are controlled by the local unions within the district. In some of the smaller districts in which the locals are rather close together, the activities embrace a number of sectional matters; but many of the district unions seemingly have no purpose whatsoever. The intent of the districts was to allow the local union therein to take care of purely sectional matters, which some districts have done very well. But other districts are so large and the number of locals small that the benefit derived is unimportant.

The expenditures of the district unions comprises chiefly the salary of the District Secretary-Treasurer, printing of the proceedings of the District Conventions,

1. CCF-1924-P. 786.

postage and stationery and supplies. The amount of the expenses and the activities carried on depends entirely upon the District Union under consideration.

LOCAL UNIONS:

Local unions have always obtained their revenues from dues charged their members, initiation fees, fines and assessments. Now each local is required to charge their members a minimum amount each month as dues. Heretofore, the Alliance had placed no limits upon the dues charged the members by the various locals. With each advance in the per capita tax to be paid to the Alliance, the minimum has been automatically advanced also. The per capita tax which each local is now required to pay to the Alliance is 85 cents per member per month; and "it shall be compulsory for every affiliated local union to collect from each individual member thereof monthly dues of not less than One dollar and seventy-five cents (\$1.75)^{1.}". The minimum monthly dues requirement is to protect the locals from themselves. That is, to require each local to collect from their members enough money as dues to provide for the ordinary running expenses of the local union. The local union may charge as much more as they desire, and most of the locals do charge more than the minimum set

1. By-laws: Art 2, Sec 10, P. 41.

by the Alliance.

Within the last few years there has been developed in a great number of local unions a new means of revenue, that of the weekly percentage dues. By this a member pays to the local union a certain percentage, varying from 2 to 7 percent of the money he receives each week in the amusement business. For an illustration, suppose the local union has a percentage dues of 2 percent, then if a member received \$50.00 per week he will pay to the local union \$1.00, but also suppose he only makes \$5.00 during any one week, then he would have to pay only 10 cents. This is a much more equitable system of dues than the flat amount per month, because those members who are working at the craft actually support the local union. Each member then contributes to the revenues of the local in proportion to the benefits derived from his membership in the local. This weekly percentage dues is in addition to the regular monthly dues since the Alliance requires "each affiliated local union to collect from each individual member thereof monthly dues of not less than one dollar and seventy-five cents (^{1.}\$1.75)".

Expenditures of the local unions cover a number of activities, chiefly for officers' salaries, office rent, hall rent, postage and printing. Since the Alliance does

1. By-laws: Art 2, Sec 10, P. 41.

not have any insurance system or strike-benefits system, it is necessary for the local unions to provide such if they desire to have it. Most of the small local unions do not have provisions for strike benefits, although small payments to a needy member's family in the case of death are not uncommon. These amount to very little, and being in the control of the local union no record in the General Office is kept of such expenditures.

Strikes and lock-outs have taken their share of the local union's revenues; not for payments to individual members but for general strike purposes. In some individual cases the amounts expended have been considerable, but here again no record is kept in the General Offices. Sometimes the local union is given money by the Alliance to carry on a strike, especially when the local union's funds have become exhausted. Donations to local unions have been small for the Alliance officers take the attitude that each local ought to make provision for its own needs and not depend too much upon other local unions or upon the Alliance.

Chapter VI
JURISDICTION.

TERRITORIAL JURISDICTION:

The Alliance has always claimed jurisdiction over the entire United States. When organized in 1893, the Alliance contained only locals from within the United States. In 1895 the stage employes of Toronto, Canada applied for a charter, but the Alliance refused to grant the charter on the ground that it was not yet ready to become an inter-^{1.}national body. Application was not made in 1896; was made^{2.} in 1897 and again refused.

At the 1898 convention the delegates voted to charter the Montreal, Canada local, by which action the Alliance^{3.} became an international union. The Toronto local was chartered 45 days after Montreal. From that time on, the Alliance has claimed jurisdiction over Canada, where, at the present time, there are thirty-seven local unions.

The Alliance has never considered granting charters to any group outside of the United States and Canada, and so far as the records show no such charters have ever been requested.

When the Alliance was organized, the local union was

1. CCP-1895-P. 16.
2. CCP-1897-P. 40.
3. CCP-1898-P. 61.

restricted to that jurisdiction for which its charters called. Some charters called for a certain city while others called for two or more cities. If a local desired to extend its jurisdiction, permission was secured from the convention by amending the charter to take in the desired jurisdiction. At the present time, however, a local's jurisdiction is "that territory extending in any direction half way to the next nearest local union"^{1.} If a group of theatre employes desire to organize a local union, permission must be secured from the surrounding locals before a charter will be granted by the Alliance. For example, New Mexico and Nevada have but one local in each state. These locals, then, can exercise jurisdiction half way to the next nearest local union even if outside of the state. Few, if any, of the locals attempt to exercise the actual jurisdiction authorized by the Alliance, the locals have found it too expensive to administer since there might be only one show in each town and that show only require the services of a Motion Picture Operator a few times each week. And, too, a small tri-weekly show town could not afford to pay the larger town wages. The Alliance locals have found it a better policy to take good care of their one town, and let the other towns take care of themselves.

1. Const: Art 17, Sec 1, P. 24.

TRADE JURISDICTION:

The trade jurisdiction claimed by the locals which organized the Alliance in 1893 was the mechanical work on the theatre stage, and included stage carpenters, stage electricians and propertymen, and all assistants in these three departments.

In 1896 the union extended its jurisdiction to include the operation of calcium lamps and in that year two locals of Calcium Light Operators were chartered, one in New York City and one in Philadelphia. No other Calcium Light Operators locals were chartered because trouble developed between them and the stage electricians. As calcium lights were replaced by electric lights, the stage electricians refused to permit the Calcium Light Operators to operate the electric lights in these two cities. As a result of this dispute, all other Calcium Light Operators admitted into the union were directed to join the existing stage employes locals.

Later on Calcium Light Operators were permitted to serve as assistant stage electricians, and finally were permitted to "travel" as electricians.

In 1896 the Alliance also extended its jurisdiction to include scenic painting by admitting to the union a New York City local of Scenic Painters. Scenic Painters in New York City were instructed to join the New York

local, but in other cities they were instructed to join the existing stage employes locals. This jurisdiction was relinquished in 1898 when the New York City local of Scenic Painters withdrew because the Alliance would not refuse to handle scenery that was painted by a non-union Scenic Painter. The convention went on record that scenic painters were no longer eligible as members. ^{1.}

It is not known when the first Motion Picture Operators were admitted to the Union. The first reference to them is in the published proceedings of the 1906 convention. In that year the Chicago, New York, Brooklyn and Pittsburgh Motion Picture Machine Operators then known as Projectoscope Machine Operators, asked to be chartered as separate locals which request was refused by the General Executive Board, and this refusal was concurred in by the 1906 convention. ^{2.} The Alliance officially extended its jurisdiction over this branch of the trade in 1908 when John J. Barry became president and admitted St. Louis and Los Angeles (July 16, 1908) by direct charter. Many members of the Alliance were not in favor of admitting the Operators, and for several years after 1908 attempts were made to eliminate them from the organization. ^{3.}

1. CCP-1898-P. 63.

2. CCP-1906-Pp. 210 & 218.

3. Germain Quinn: "Fifty Years Back Stage", p. 150. 1926 Edition.

A further extension of jurisdiction was made in 1915 when "Property Clearers" were admitted to the Alliance. Between 1915 and 1922 several (New York, Boston, Philadelphia, Cleveland, Toronto, New Haven) locals of Property Clearers were chartered. In 1922 they were amalgamated with the Stage Employes locals so that better wages and working conditions could be secured for the Clearers, and to prevent disputes between the two different crafts working on the theatre stage; especially to eliminate disputes between the propertymen of the Stage Employes locals and the Property Clearers. The Clearers were what might be considered as helpers to the propertymen and their assistants. It would seem that the Alliance had experimented enough before 1915 with two different craft locals holding jurisdiction over work on the theatre stage without inviting any more trouble from this source by chartering the "clearers"; but such seems not to have been the case. The chartering of the Clearers was in reality an extension of jurisdiction over stage work which heretofore had not been exercised by most locals. Since 1922 no further attempts have been made to charter any separate craft locals for the theatre stage.

The Alliance, in 1921, forestalled an attempt by any other union to get control of the Cinematographers (Cameramen) and laboratory workers by getting from the American Federation of Labor an extension of jurisdiction^{1.} to cover these.

Much of the work involved in making motion pictures is identical with the work performed on a theatre stage. When the new industry came into being, it was natural that many of the Alliance members should go to work in the studios. And on July 1, 1924, the Alliance officially extended its jurisdiction to include the mechanical work in a motion picture studio by chartering a Studio Mechanics local in New York City, and on January 1, 1925 a similar local was chartered at Hollywood-Culver City, California.

Several small theatrical unions have tried to gain admittance into the Alliance, but without success. The Theatre Ushers, Doormen and Cashiers' Union and the Theatrical Wardrobe Attendants' Union (both of New York City) applied for charters at the 1926 convention. The Ushers' tried, also, to get a charter at the 1924 convention.^{2.} So far the Alliance has refused to grant the charters chiefly because the General Executive Board and the members feel that a strong union could gain nothing by fusion

1. CCP-1922-P. 741.

2. CCP-1926-Pp. 850 & 856 and CCP-1924-P. 795.

with a few weak locals; and that the Ushers' and Wardrobe Attendants' are not mechanics as are the other crafts represented in the Alliance. The time may come, though, when the Alliance will be an industrial union and exercise jurisdiction over all the employes in a theatre.

Strict craft autonomy has always appealed to most of the Stage Employes, yet necessity has made the Alliance already take on a kind of industrial form of organization. Especially is this so when we consider that there are 368 "mixed" locals with a membership of nearly 7,000; and the two Studio Mechanics locals with a membership of about 1,200. Even before 1908 (the date of the first chartered Motion Picture Machine Operators local), the Operators were instructed to join the existing Stage locals, and many of the members of the Stage Employes locals learned to run the projection machines because they were already in the theatres. Still, craft jealousy is somewhat allayed by the formation of separate Operators locals where it is possible to do so and the best interests of the local membership will be served.

JURISDICTIONAL DISPUTES:

The Alliance has had more than its share of jurisdictional disputes and arguments. From nearly all standpoints it might be said that the Alliance has taken

its jurisdiction from other organizations. The property-men in the theatres are now probably the only ones not covered by some other organization. When the Alliance was formed, the theatre carpenters were doing work property belonging to the United Brotherhood of Carpenters, the Stage Electricians were doing work properly belonging to the Electrical Workers, and the Motion Picture Operators were doing work which also belonged to the Electrical Workers. The Electrical Workers, however, gave the Alliance the most trouble in its young days. (Switchboard Operators).

In some places the Electrical Workers insisted that the electrician operating the stage switchboard should be an Electrical Worker man, while the Alliance insisted that an Alliance electrician should operate the switchboard as well as the other electrical apparatus used on the stage.

The dispute between the Alliance and the Electrical Workers waged fast and furious for several years after the birth of the Alliance; and in many places the Alliance locals were strong enough to keep the Electrical Workers off the stage switchboard---other locals were not so strong and consequently had to put up with the Electrical Workers' man. This dispute was finally settled at the Nashville convention of the American Federation of Labor

in 1897 when the Alliance was given jurisdiction over all work behind the proscenium arch, or stage line, except engineers or firemen¹. The Alliance thus gained its point, and an aggravating dispute was settled which made for solidity in union ranks on the stage. The Alliance was by this decision granted the operation and maintenance of electrical work on the stage.

(Amusement Parks and Park Shows).

The next dispute with the Electrical Workers arose over the operation of calcium and electro-calcium lamps and affects in connection with shows giving performances in summer parks. Secretary-Treasurer Hart of the Alliance claimed that since the amusement parks were in the summer time supplanting the regular theatres, the Alliance ought to have jurisdiction over the electrical work in the parks. Several conferences were held between the officers of the Alliance, the Electrical Workers and the Executive Council of the American Federation of Labor from 1905 to 1909, but no definite results could be ob-

1. Resolution 87: "Resolved, that the American Federation of Labor recognize the right of jurisdiction of the National Alliance of Theatrical Stage Employes over all work back of the proscenium arch or stage line in theatres". Recommended for adoption, with the understanding that the jurisdiction did not include engineers or firemen. (Proc. of 1897 American Federation of Labor as quoted in Alliance Proceedings for 1903, and Combined Convention Proceedings, p. 159).

tained. Seemingly it has boiled down to the proposition of the stronger individual local ousting the weaker. In some places the Alliance has been able to demand, receive, and maintain jurisdiction over parks and summer amusement resorts, while in other places it has had to share with the Electrical Workers. The matter at the present time rests upon agreements between the individual locals of the Alliance and the Electrical Workers. In most cases, though, it can be said that the Alliance is the most aggressive and more highly and better organized than the Electrical Workers locals; and as summer employment of many Alliance members is conditioned upon this park work, the Alliance locals push this end of the business more than does the Electrical Workers.

While the carpenters did not often object to the Alliance members doing carpenter work on the stage, yet they did object to them building floats, platforms, stages, displays, etc. around the amusements parks. The Alliance has had several disputes with the Carpenters^{1.} over the building of Mardi Gras floats. Secretary-Treasurer Lee. M. Hart always claimed that these floats were properly classed a "show display work" and as such came under the jurisdiction of the Alliance, even though built

1. CCP-1905-P. 186.

outside of a theatre. It seems now that this work belongs to whichever organization first places their men there and is able to keep the other organizations out. However, in some places the division of work is covered by local agreements between the two organizations. (Motion Picture Studios).

In the motion picture studios the Alliance men naturally did the same type of work as they were doing in the legitimate theatres. They built "sets", chased the "props", and set up and operated the arc lamps and other electrical effects, and used their men in about any place they could.

The Alliance members were doing everything on the "lot" that they were asked to do. The building trades unions, of course, soon objected to this and for several years conflicting jurisdictional claims resulted in many disputes.

An attempt was made to clarify the situation in the West Coast Studios by the signing (February 5, 1925) of a working agreement between the Alliance and the Car-
1.
penters. By this agreement the Studio Mechanics were entitled to erect and wreck all temporary exterior and interior sets; and to erect platforms for lamp operators

1. General Bulletin #190, April 6, 1925.

and cameramen on stages. The Carpenters were to erect all permanent buildings and sets, and to do all mill and trim work on sets and stages.^{1.} This agreement applied only to the West Coast Studios, who were much more in need of a working agreement than were the East Coast Studio Mechanics because of a rather insecure organization.

On September 1, 1926 an agreement was reached with the Electrical Workers covering the division of work in the Studios, and which it is hoped will settle the jurisdictional disputes between the Alliance and the Electrical Workers, so far as the Studio work is concerned. This agreement provided that the Electrical Workers should have all permanent installation work, should have control of all generator rooms, all portable generator sets, the laying of conduit, the installation and maintenance of all motors or generators where same are under the supervision of the electrical department of the studio, and all repair work around the studio, and all shop work. The Alliance is to have, in the actual taking of motion pictures, the operation of all lights or lamps and lighting effects; the setting up and dismantling of all lights, lamps, and lighting effects; the handling and operating of all equipment pertaining to the light of the "sets" (plugging boxes,

1. General Bulletin #190, April 6, 1925.

spiders, flexible stage cable, lamps, and all electrical effects]; the operation of all permanent or portable switchboards; and the operation of all moving picture machines.^{1.}

The Alliance has endeavored to make peace with the Electrical Workers and the other building trades unions, so far as the Studio work is concerned, in order that they would have better control of the whole field of theatrical business. The Alliance has practically 100% control over the traveling theatrical productions. Consequently, if they could get control over the motion picture studios they would then have complete control over the whole field of the amusement business.

It is true that the Alliance, if it had complete control over all workers in the studios, would have a better chance of getting the proper conditions for the Studio workers and to make and enforce agreements with the producers, because of the Alliance's present highly organized control over the legitimate traveling attractions, and the presentation of the "legits" and the motion pictures. Thus the present strong control over part of the industry could be used to bolster-up and unionize, with the same success, the motion picture studios.

1. President Canavan's report: 1928 convention. Pp. 10 and 11.

Within the last few years, the Alliance has spent much time and money in endeavoring to strengthen the Studio Workers' position in their bargaining. The two Studio Mechanics locals have, according to President Canavan, made a wonderful growth since their organization, and give promise of more success in the future years. The Alliance will, also, be required to give more attention to the studios in the future for the silent drama is rapidly displacing dramatics. Thus adequate control over the theatrical field must be gained through this source-- the motion picture studio.

(Motion Picture Machine Operators).

In 1908 the Alliance chartered the first Motion Picture Machine Operators local. Immediately it became involved in another jurisdictional dispute with the Electrical Workers. For many years both organizations continued to charter local unions of Motion Picture Operators, however, "the theatrical stage employees' organization was the more active and more successful in the new field, but for years the International Brotherhood of Electrical Workers contested their right to the motion picture men. A decision of the 1914 convention of the American Federation of Labor granted the jurisdiction unequivocally to the International Alliance of Theatrical Stage Employees¹".

1. Stewart: U.S. Dept. of Labor, Bulletin #420: Handbook of American Trade Unions, p. 183.

Since 1914 the Alliance has had control of both the stage employes and the motion picture machine operators.

In 1926 there were 137 Stage Employes locals (with 9,000 members) as compared to 128 Operators locals (with 6,000 members). There are also 368 mixed locals containing approximately 7,000 members. If the Operators and Stage Employes were not both members of the Alliance the excellent co-operation now maintained between the employes in the "front" and the "back" of the house would not be possible. Had the Electrical Workers been successful in getting the jurisdiction over the Operators, we would then in many cases have seen the unreasonable spectacle of an unfair "back" and a fair "front", or vice versa. With both "front" and "back" under the jurisdiction of the Alliance, both ends will be fair or both unfair.

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