

it might compel the workers to do but instead what the workers may be able and competent and willing to do.

Through such understanding all the associated productive powers of industry can be mobilized into an economic, sustained, impelling force through which economy in production may be completely accomplished. Through the development of a cooperative spirit and the establishment and maintenance of a frank relationship the rewards of the efforts of all those associated with industry can be equitably distributed.

Most of you have learned briefly through newspaper reports last October of the official attitude of the American Federation of Labor on the matter of union-management cooperation. The annual convention of the Federation is the most authoritative gathering of representatives of labor in America. Its declaration of attitude and policy are very significant and show perhaps better than any other indication, how the bona fide American labor movement is thinking. The Executive Council of the Federation in its report to the convention described union-management cooperation and then recommended to the convention that:

This whole movement be given most serious study and consideration. A number of management experts have recognized that the trade union is essential to the most scientific organization of industry and have contributed information on this point, as well as promoted discussion and understanding within their profession. Many of these experts are men and women imbued with a desire to render public service in addition to contributing to the development of industry and their profession.

The Council then further recommended that

the Federation keep in touch with such engineers and industrial experts as may be helpful in developing the information and the procedure necessary to union-management cooperation so that there may be reciprocal benefit through exchange of views and information.

Subsequently the entire Convention of the Federation unanimously approved the Council's report and recommendations on union-management cooperation as well, it should be noted, as labor's cooperation with the engineers and technical experts "in order that the experience of management cooperation with trade unions may be put at the service of all concerned with productional problems."

The evidence I have so far submitted to show labor's estimation of cooperation has been chiefly from official labor sources. It should be interesting therefore to learn what the man on the job thinks about it. Three questions to elicit his thought were propounded to a representative gathering of

shopmen of the Baltimore and Ohio Railroad after the program had been in effect a year and a half. Here are the questions and the answers:

1. *Has the installation of the cooperative program restricted union activity?* The answer was "No." The delegates said the shop committees were functioning as before, but with increased success for the workers and consequent improvement in the relationship between management and men.

2. *Under the new program are you compelled to work harder—are you more tired when the day's work is done?* The answer was another positive "No," with the explanation that as a result of the installation of tools for all hands it is less difficult now to get the work out on time. Many hurried trips in search of tools are avoided, worry is lessened, and the workers go home feeling better than they formerly did.

3. *How does the amount of time you are now working compare with the amount you worked at similar business periods in former years?* The answer was that work has been more steady for a greater number of men since the new program has prevailed than at any similar period in former years.

These answer, according to the person who asked the questions were alike in substance from all points where the cooperative program had been adopted and came from old reliable union railroad workers.

Another aspect of the value attached to cooperation by organized railroad employees is their appreciation of the remarkable decline in the grievances which tend to arise from day to day. I believe I am safe in my judgment when I state that minor grievance cases on the Baltimore and Ohio and the Canadian National have been more than cut in two, and as for appeal cases—those which are not settled locally on the ground where they originate—these have been reduced by approximately 75 per cent. A bit of reflection will quickly reveal why this is a natural result of cooperation. Under cooperation at local points where the foreman and management come in daily actual and direct contact with the men on the job, the emphasis is on getting along with one another and attending to the business of the plant, not on quarreling, fault-finding and pin-pricking. The local union shop-committeeman no longer enjoys the unenviable distinction of being the men's "griever." His status is greatly improved and dignified. He has an im-

portant function to discharge as contact man between the employees he represents and the management. He and his union really are now a necessary and constructive part of the plant's complicated administrative machinery. And the local representatives of the management, with genuine cooperation as one of the major tests of local administrative success, become much more reasonable, tolerant and tactful in their dealing with the employees and their representatives. Narrow attitudes and technical interpretations of the working rules give way to human attitudes and just interpretations. The inevitable consequence is a great reduction in the causes making for grievances and petty dissatisfactions. So the men are happier at their daily tasks.

The thousands and thousands of practical propositions brought forth by the employees in the course of the year, referred to by Mr. Beyer in the closing words of his remarks this evening, are to me as significant a demonstration as any, showing how the average shopworker feels about union-management. If the program did not appeal to them, if they felt they were getting nowhere with it, it is a certainty that men would not continue to carry grist to its mills.

In final appraisal of labor's attitude, let me tell you what we are doing more adequately to discharge our responsibilities as organized shopmen working under the cooperative program. In explanation of this final appraisal I want to say this: the assumption of greater responsibility for the welfare of railroading, as I see it, implies more than simply a pious desire for cooperation. It has been shown here this evening how our organizations, by virtue of their structure and background, can lend themselves best for employee cooperation with management. The big problem before us and management is to adapt our organizations to this new function in industry and to enable management, especially officers in more immediate charge of men, to see how our unions can be helpful in the tasks of every day plant operations. Because we are so in earnest about our part in the cooperative program, we have concluded that it is essential for us to put at the disposal of these railroad managements and system federations of shopmen who jointly agree to cooperate systematically with one another, the services of a man who is, we believe, well qualified because of his experience as a

mechanic, his training as an engineer, his knowledge of railroad management and appreciation of its problems, and particularly because of his understanding of the labor movement and appreciation of the human problems of industry. We have, as I already have indicated, retained our fellow speaker of the evening, Mr. Beyer, for this purpose. In short, we are sincere and determined to do whatever we possibly can to give effect to our conception of union-management cooperation.

Another undertaking of the federated shopmen's unions better to qualify their membership for union-management cooperation lies in the field of workers' education. Together with Brookwood, a resident labor school located at Katonah, N. Y., a summer school course has been organized for training especially shop committeemen, system representatives and union officers in the civics, history and economics of the railroad industry. Based on this fundamental knowledge, the courses then lead up to a proper understanding of organized labor's constructive function in the railway industry, the responsibilities and place of management, the technique of cooperation and the nature of many of the problems which confront the industry and its workers. Furthermore, in cooperation with the Workers' Education Bureau of America, we are preparing a series of text books on the railroad industry covering it from every angle, to be used by classes or organized workers. One of these texts will be on cooperative railroading. The fact that workers' education, especially the kind which interprets his industry to the worker, is spreading so rapidly, is another indication of the new concept which is developing among the workers in respect to their collective part in industry.

And now just a few words in conclusion. The development of cooperation between our railroad labor unions and management is not a simple task. The whole idea of cooperation calls for a new attitude of mind on the part of both the men and the managements. Long established attitudes of the old kind are not easily eradicated. Apathy, prejudice and doubt, retard progress. And where these are overcome, impatience is likely to step in and undo what little has already been accomplished.

Union-management cooperation is not a panacea for all our labor ills. It is only a simple step forward. We will experience set-backs and disappointments. We expect them. Impatience with results,