

quite certain that however much they may be educated they would find it very difficult to introduce certain kinds of improvement in their organization unless their workpeople were educated simultaneously.

We strike another difference which is also an important one. Labor is organized in Europe to a much higher extent than is the case in this country. Most industries have trade unions which cover something between sixty and eighty per cent of the workers in the highly industrialized countries and it will not be possible, I am quite certain, to make very great strides in the direction of better organization where it touches the method of work or the situation of the individual workman unless the trade unions can be brought to see that it is in the general interest of their prosperity and the prosperity of their members as much as in the interest of the employer.

That, I think, is where we may perhaps perform a useful service—by associating to some extent the organized labor of Europe with the study of this movement. Some of us were considerably surprised when at the meeting of our governing body, to which I referred just now, the proposal was accepted and almost welcomed by the spokesman of the labor group as well as by the spokesman for the employers' group. He naturally did not commit himself very far but he said that, provided their standards were maintained, the labor group as a whole, which on that occasion represented nine or ten different nations, after considering the matter very carefully had come to the conclusion that it was in their interest to cooperate in this enterprise. They were ready to study the means to increased production, but all this was with the provision, as I say, that the standards to which they attached importance were not depreciated, particularly as regards hours of work.

That is the plan which is now on foot and which is only waiting final confirmation by the Twentieth Century Fund on the one side and by the governing body of the International Labor Office on the other and by the International Committee on their side to start operating next year. We hope, in fact, to make a start as early as the beginning of February.

There is only one word of warning which perhaps I should utter in conclusion. It seems to be the fate of international institutions to be expected to produce results at a far more rapid rate than

any national institution ever achieved. That has been the fate of the League and it has been the fate of the International Labor Office. One of the commonest criticisms of the League seems to be that it has not abolished all possibility of war in the space of seven years. Anyone who expected it to do that I think must have formed a singularly inaccurate view of the natural conservatism of human nature.

International institutions, like national institutions, are things of slow and natural growth. If they were anything else, they would not be destined to be permanent. What has been true of our past experience will certainly be true of our future experience. If anyone expects that at the end of one year or two years this new Institute will have revolutionized Europe and have brought it out of the slough of despond into the fields of paradise, I am afraid he will be disappointed, but I do think that it offers the beginning of a new and very promising movement which may have far-reaching effects. There it is; it is an experiment. I only hope that all of you here will follow it as far as you have the possibility of doing so with sympathy and with a spirit which is not too critical and does not expect miracles to be performed in an impossibly short space of time.

I am very glad to have had this opportunity of speaking this evening and I only hope that if any of you come to Geneva you will pay us a visit, because I can assure you that you will all be very welcome.

#### Experience in International Cooperation

By STAN SPACEK

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WHEN in the year 1919 as a member of the political economic commission I stepped for the first time into the office of the Managing Director of the Taylor Society, I never thought I should sometime have the opportunity and the great honor to address you and to express to you the sincerest appreciation of the Czechoslovak nation for a world important activity which, as I shall inform you, is destined to be of extraordinary international significance. This rare opportunity is for me a great distinction and it obligates me to, tell you briefly what, with your help, has been done in Europe.

This year for the first time I had an opportunity to visit the western part of your country and to

see the results of the work of the American people and American engineers in changing your wonderful country and meeting the people's needs through the construction of highways and the irrigation of the desert country. I could see the application and the results of scientific management, labor saving devices and methods and correct planning and economical management in both engineering, construction and in agriculture.

The Eastern states of America in their industrial centers also show many wonderful results of scientific management in all sorts of human activities and are serving as a practical school for all the world. The report of the Commission of the Labor Party in England, visiting this country through the courtesy of the Daily Mail and studying conditions here, tells us that the economical production in American factories and the high standard of living of the American people have been reached largely through the application of the principles of scientific management. Here in the American atmosphere the Europeans learn to criticize and evaluate quite differently their old style political and national differences and misunderstandings. Here they recognize what Europe needs and here they learn the principles of cooperation, the main basis of scientific management.

The suggestion to American engineers that the first International Congress of Scientific Management be held in Prague marked a new epoch in world history, it is safe to say, as the American attendants at this Congress were able to show the representatives of many nations what scientific management really means for all production and especially for industry.

The representatives of the Czechoslovak government as well as of scientific circles have many times and heartily expressed their appreciation of the fact that at this congress the principles of scientific management as a basis for the right democracy as well as for better living were proclaimed for the first time. This congress for the first time persuaded the labor parties of the advantage of systematic cooperation. The American speakers were better able than we Europeans to point out to them the urgency and necessity of adopting this economical science in all human activities. Permit me here to express again before the representatives and leaders of the scientific management movement our appreciation of Amer-

ica's cooperation and to mention the names of the world famous workers who accepted the honorary presidency of the Prague Congress. They are Herbert Hoover, Secretary of the Department of Commerce in Washington, D. C., engineer, administrator and economist, and Dr. T. G. Masaryk, President of the Czechoslovak Republic, philosopher and economist. To these two honorable names we have to add the name of the third splendid worker, Dr. B. Stepanek, the first Czechoslovak envoy to the United States, who, as honorary member of the American Committee, directed from here all preparatory work for the Congress in Prague. It is impossible to mention here all the names of Americans and Europeans who cooperated. I wish only to say that all the details are in the report of the Congress, published in English by the Masaryk Academy of Prague. I want to mention again how much we appreciate your cooperation and help in sending us your books and magazines for the American library in Prague.

At the Congress in Prague a resolution was passed that a joint committee of the American Engineering Council and the Masaryk Academy should organize for an International Congress of Scientific Management to meet every two years in different countries. The Congress in Prague aroused a great interest in scientific management. Very soon after an International Committee for Scientific Management was organized. The very well known Italian engineer, M. Francesco Mauro of Milan, who was elected president, with his political and economic experience, helped greatly to further this movement. Besides this national committees were organized in several countries to promote this movement. The activity of each national committee has to be reported to the International Committee which issues a special bulletin on scientific management, edited by the international council of editors and by the general secretary, Dr. Verunac, in Prague, with the financial help of the Czechoslovak government. Our government always pays attention to this movement which was sincerely appreciated at the 1926 conference in Paris. After the First International Congress several conferences were held in Prague and another International Congress was organized in Brussels, which was proclaimed the Second International Congress and at which the Prague resolution was fully accepted. Besides this an inter-