

The working people were keenly alive to the injustice which they suffered under this form of industrial management. They arrived at the definite conclusion that their position in industry entitled them to recognition. They understood clearly that the losses of industry through mismanagement and waste fell heavily upon them. They were conscious of the fact that they could make a larger contribution to industrial expansion and development than they were giving through skill, labor and service and it was out of this state of mind that the demand for the broadening of collective bargaining grew.

There was no other way through which individual and collective expression could be given to the feelings, opinions, ideas and desires of the workers. They insisted upon the right of their representatives to meet with the employers and management upon this common plane of understanding and equality. They believed this to be one of the inherent rights of mankind. It is the recognition of the American principle which served to develop a free discussion of public grievances and public questions.

Back of all the collective skill, strength and power of all the working people of our nation are the soul and mind which give inspiration and impetus to all their physical powers. These unseen forces must be given an opportunity to function in concert with the strength and brawn of labor. From this co-ordination of all the workers' power of production there follows the establishment of a standard of excellency in service which ultimately reaches a maximum of efficiency.

If all the older as well as the newer problems arising out of industrial activities are to be grappled with and dealt with by employers and employees, who in the last analysis, are jointly affected, the machinery of collective bargaining must be more generally and universally utilized and strengthened. Management can do a great deal to prevent waste and further the elimination of waste. On the other hand, labor can assist management not only in dealing with the problem of waste but also in dealing with other industrial problems if given an opportunity to do so. Labor is willing and ready to do its share in the performance of this important work. The trade union is an agency through which this character of service can be rendered.

Waste in industry may be divided into three classifications—material waste, human waste and spiritual waste. Labor has given most careful thought to each of these classifications putting emphasis upon the human and spiritual rather than upon the material classification.

Material waste in industry, however, greatly affects the economic life of the workers. As waste detracts from the earnings of industry so it detracts from the wages of employes. The value of the services of employes may be completely destroyed through the operation of wasteful processes and the experience of an industry may be changed from a losing venture, because of waste, to an earning enterprise, because of the elimination of waste.

The difference between industrial success and industrial failure is many times found in the wasteful processes which often attend industrial operations. The unwarranted destruction of raw materials, natural resources and finished products, the uneconomic use of means of production, negligence in the care of machinery and mechanical devices, indifference to the saving and protection of property and the failure to utilize all facilities available which make for economic production fall within the category of material waste. Furthermore, labor realizes that indefensible waste takes place when labor's industrial efforts go for naught, or are unnecessarily duplicated through the failure of management to systematize and intelligently direct the working forces of industry. Practically all of this character of industrial waste can either be prevented or materially reduced. It is not a problem impossible of solution. A joint study supplemented by joint efforts can overcome this destructive evil.

The desire of labor to interest itself in the problem of waste is based upon its wish to secure higher wages and to enjoy improved conditions of employment. So long as industry is only partially efficient labor believes that the wages paid can be substantially increased through an increase in industrial efficiency and the elimination of waste. By the same process the cost of manufactured articles to the public can be materially reduced.

The most tragic feature of our industrial development is connected with the loss of human life and the mental and physical suffering caused by

industrial accidents and unemployment. It is particularly deplorable because it strikes the breadwinner and, in addition to increasing the expenses, stops the income upon which the family depends for sustenance and life. Much of the loss of life caused by industrial accidents is morally indefensible and criminal.

For instance, science has demonstrated the fact that mine dust explosions which result in the loss of hundreds of lives could be avoided through the simple process of rock dusting. Notwithstanding the fact that we are in full possession of this scientific knowledge it is not used except to a limited extent, consequently an appalling loss of life occurs in the mining industry through gas and coal dust explosions. The death rate from accidents is considerably higher in the mining industry of our country than it is in the mining industry of any other nation in the world.

While industrial accidents cannot be absolutely eliminated the fact is that both fatal and non-fatal accidents can be greatly reduced. In this respect alone there is great opportunity to prevent human waste. The injury to society cannot be measured by the loss of earnings sustained by a breadwinner through an industrial accident. There is no standard by which we can measure the bodily suffering, deprivation and mental anguish experienced by the workers, their wives and children who are victims of these industrial tragedies. Human life is so potential, so sacred and so valuable that all scientific knowledge should be used and all practical means and methods employed for its conservation and protection.

Labor has rendered great service through the development and support of legislation for the protection of the lives and limbs of workers in industry. It will serve in every way possible in the furtherance of practical plans for the conservation and protection of the lives and bodies of all who are employed in industry.

One of the most difficult problems associated with industry is the problem of unemployment. It is of such grave consequences as to demand the best of our thought and judgment in trying to find a solution. We cannot evade it or ignore it. We must face it frankly and courageously. When acute it is a menace to society and if permitted to continue over a wide-spread area it serves to threaten the security of government. Reasonably

steady, regular and continuous employment creates a happy state of mind, removes the spectre of want, hunger and misery, begets a feeling of confidence and permits workers to make orderly planning for the future.

Surely a stabilized, continuous policy of employment is within the range of human possibilities. Unemployment is waste of the most vicious kind. It constitutes a waste of human opportunity, of effort and of human creative capacity. It is a lamentable state of affairs when industrial plants fully equipped, modern and up-to-date in every respect are idle and many working people are suffering from unemployment. The trade and commerce of entire communities become stagnant and the financial strain imperils the existence of banks and all lines of business. We could render no greater service to the people of this generation than to find the solution of the problem of unemployment.

When we consider spiritual waste we deal with values which are most sacred and precious. We cannot estimate their worth or appraise their importance. Their maintenance is essential to the success of industry. The highest and best type of service is rendered where the workers are enabled to labor under favorable conditions, in a satisfactory environment and where the exercise of the right to organize for mutual helpfulness is freely conceded. This is true of both skilled and unskilled labor.

The success of industry requires the maintenance of a high morale and that sort of spirit which is inspired by a zeal and enthusiasm for service. Management should inspire and encourage the development of the moral and spiritual powers of the workers by paying high wages, creating opportunities for leisure and recreation, and by consultation with the workers, through their chosen representatives. Low wages, intolerable conditions of employment, excessive hours of labor and autocratic management dull the intellect, break down morale, crush the spirit and chill the interest of working people.

Treatment accorded workers by a management which classifies them as mere machines and which bestows upon them certain benefits, in a paternalistic way, tends to bring about a decline in spiritual and moral values. Management should recognize the right of the workers to develop their spiritual,