

most successful in its work, should have the benefit of a paid secretary or assistant to handle its affairs.

The Industrial Management Council went through the war successfully, although handicapped by lack of organization. It evidenced the soundness of the proposal by continuing to grow, even through the war, and is today, I believe, on a very sound basis; with Dr. Elliott Frost in charge as director. It has a good staff to which he is now adding additional men.

The Industrial Management Council is organized into seven different groups: the managers' group; the superintendents' group; the employment and service group; the production methods group; the cost accountants' group; the office managers' group; and the tax group.

I should say this: that one of the reasons that led to the establishment of the Industrial Management Council was the fact that the Efficiency Society, which had been started in Rochester a little time previous to the formation of the Council, had found that it lacked something in this particular—that it didn't have a common interest for all of its members in all of its subjects. The feeling was quite prevalent here that we should bring into groups those who had a strictly common interest, and that they could go more deeply into the study and details of a problem if they were all dealing with the subject that was of importance to them. Thus we have in a large sense organized the city into the different groups, and each can bring up and discuss subjects of common interest. The Industrial Management Council was approved by the Efficiency Society before the Council was founded, and the work of the Efficiency Society was transferred to the Council.

The story of what has been done in Rochester perhaps can best be expressed in this way; I do not think that we have extreme development of *any one* thing. There are plants in other cities that have gone much further than any in Rochester in many particular phases. What I think *we have* accomplished in Rochester through these years is this; I think we have lifted the city and its manufacturers as a whole to quite a high average. We are on a higher and more common level than are the manufacturers in many other cities. The average is *high*. We have been dealing with all the manufacturers together rather than having extreme development or leadership in any particular plant or industry.

When the war broke out the situation with us was rather unique. We had been cooperating to a large extent, and successfully. The Industrial Management

Council had been established, and although not fully developed, it was functioning, and *successfully* functioning. Thus when the war broke out we were able to do many things in Rochester which were quite valuable to the city as a whole and to the government as well.

I want to refer to the war efforts merely as a little indication of what results can be accomplished through cooperation and coordination of community efforts. Early in the war, the end of May or early June, we met with Colonel Jamison, of the Ordnance Department, and after a conference we pledged the city of Rochester and its manufacturers to stand back of the Government in any work that it might ask us to do in Rochester, and to stand back of any plants that it might establish in Rochester to the end that no Government work in the city through the war should suffer for lack of labor, materials, supplies, or efforts, which the manufacturers of Rochester could arrange to supply.

I believe we made good in a very large sense on that pledge. To the best of my knowledge and belief, no war work in the Government plants in Rochester suffered one day from shortage of labor. With the consent of all the manufacturers who had been cooperating here, we pledged ourselves to a draft if the Government work needed machinists or other labor. This draft was enforced several times against the manufacturers in proportion to their numbers of machinists. We delivered machinists to the Government plants on requisition, and made drafts on the various plants when machinists were needed. The Government work in Rochester did not lack a man, through the war period, that we could supply.

In order to handle the labor situation, we early established in Rochester one of the ablest central employment bureaus, I believe, that was maintained by private enterprise in the country. Through the Central Employment Agency, the labor was diverted first to the needs of the Government plants and then to those manufacturers on war contracts; and only lastly to other plants.

We controlled ourselves so far as advertising was concerned, and competitive bidding for labor. I doubt if any city did more of this. As the war progressed, we went further. We made constant efforts to keep posted as to rates of wages in other communities, with the idea that we would pay in Rochester those rates, and raise our rates adequately to keep the situation in hand and satisfactory to our workers and all concerned.

There came one time when we agreed on certain

rates of wages after conference with the Government. In order to be sure that the community would be protected against its individual manufacturers, we employed at a very large expense, running up to \$15,000, experts who had full access to our plants to see that our workmen were properly graded and classed, and assured of the minimum wages that had been agreed upon between the manufacturers and the Government.

This particular work through the war was taken over by an organization slightly different from the Industrial Management Council for certain reasons, but different more in name than in fact. It was taken over by men who had been instrumental in establishing the Industrial Management Council, and who formed an organization known as The Underwriters. That organization is still in existence and in close cooperation with the Industrial Management Council and all affairs of the Chamber. The members belong to the Chamber, and are, of course, closely affiliated with it.

I have simply tried to paint a picture of how we have been endeavoring in Rochester to coordinate our efforts to the good of all concerned. I feel we have achieved many things. I believe that our wages throughout the city are on a high basis. We are constantly exchanging information and cooperating—trying to remove any possible causes of trouble. It is held that if trouble breaks out in any plant, or if we have trouble in any one industry, all will suffer, and the community will suffer. It is to the end that we conserve our efforts for the best of accomplishment that all these things are done.

I realize that your time here is well occupied with the Taylor Society meetings; and yet you want to accomplish the most possible from your visit to this city, and there may be an opportunity for some of you to crowd in a little extra in the hours between twelve and two o'clock. In view of the fact that our industrial management problems deal so largely with the human element and human relations, and more and more so as against the past, there may be some things which you will want to look into a little further while you are in Rochester, and to that end I am going to incorporate in my address a few announcements.

I have referred in the address to the Industrial Management Council of the Chamber and some of the activities of our Chamber of Commerce. You will, of course, see the buildings of the Chamber of Commerce because our meetings tomorrow afternoon and the banquet tomorrow evening will be held there. If you are interested at all in more of the details of the work, Dr. Frost, the director of the Council, will be at his office

Saturday noon from twelve until a quarter past one and be glad to answer any questions and give you any information you may want; perhaps show you the industrial management library and other features he may have there.

We have in Rochester a "Community Chest" for raising all of the funds needed by Rochester in its community effort, philanthropic and otherwise; also those efforts to which the city contributes outside of Rochester. If any of you wish to visit the headquarters of the Community Chest you will be welcome, and the officers will be glad to furnish you any information on that subject you may want.

A part of our cooperative efforts in Rochester dealing with the labor problem center round the problem of Americanization and perhaps the bringing of all the labor elements of Rochester into accord and into good understanding. Our Americanization work has expressed itself in many ways. We recently conducted a Homelands Exhibit here in Rochester which was a very great success. All the elements of labor in our community that might in any sense be classed as foreign were brought into cooperation in connection with an exhibit of handiwork, with music and folk dances and other exhibits, that lasted ten days. It was one of the most largely attended affairs ever held in Rochester and one of the most successful. It was financed by the manufacturers of Rochester, who contributed on the basis of 50c per employee, and cost somewhere between \$20,000 and \$30,000, I believe. You may wish to know more about the Americanization work and this Homelands Exhibit. You can secure information regarding it at the Chamber of Commerce.

Another part of our work, perhaps an Americanizing work in one sense, has centered around our Industrial Athletic and Recreational Association of Rochester. This is composed of some thirty odd plants, not the very largest. The Eastman Kodak Company has its own athletic leagues because of its 12,000 employees, but in the membership of the Industrial Athletic and Recreational Association are some thirty odd plants, composed of those with 200 or 300 up to 1,500 employees. This Association is having a very remarkable record in bringing all the working people of different types together in common understanding.

Just briefly, let me refer to some things. During the past winter this Association conducted sixteen dances in our Convention Hall; seventeen boxing tournaments—it is a rather interesting fact that we attract to these boxing tournaments a very large percentage