

fact they have grown in spite of opposition until they constitute a part of America's institutional life. It is known they are now regarded as a necessity, an essential, stabilizing force in society and industry. Men of thought and vision understand that the destruction of trade unionism would be a most serious blow to our economic and industrial life. Indeed, many believe it would be the most severe blow which industry could sustain.

Trade unions may give to industry and to management service of great value. The intelligence, the knowledge and the training which comes through trade union affiliation may be utilized to the benefit of industry and to those associated with it. It is for management to understand how this may be done and through such understanding to enlist the full support and cooperation of the officers and members of trade unions.

People find it very difficult to break the bonds of primitive thought and rise above an intolerant policy which has long been followed. So it is with some employers and some managers. Their constitutional and fundamental objection to trade unions has led them to accept substitutes therefor in the form of company unions and employees' representation plans. Having sensed the instinct for organization among the workers they endeavor to satisfy it through the organization and development of company-controlled organizations.

These company unions may resemble the trade union. The difference between them is in substance rather than in form. The inspiration of the company union comes from without and that of the trade union comes from within. The company union is restricted in its resources, its independence and its vitality. The power of veto, of domination and of control lies within the employing group. The members of company unions cannot deal with management upon an equal basis. The company unions are not trade unions.

Because of the insecure foundation upon which the substitute for trade unionism rests the company unions would collapse and cease to exist at the will of the employer. The toleration of their existence must ever be contingent upon the maintenance of independent trade unions.

The purpose of management which fosters the organization of company unions is clear and easily understood. The motive behind their action is a selfish one. It represents the desire for autocratic control and managerial domination. They seek to maintain

the form of collective bargaining without its virtues or its spirit of independence. They seek control rather than cooperation. They exert the power of compulsion instead of inviting the voluntary cooperation of their employees. While there may be some managers who are sincere in their attempts to deal with company organized unions, they are unconsciously responsible for wrong to labor and disservice to industry. They are attempting to build an industrial structure upon a wrong principle.

The disposition of management, in some instances, to establish a system of production out-put so that the worker serves in a mechanical capacity is both unwise and unprofitable. It is in cases of this kind where standardization is over-done. It carries with it a form of speeding-up against which workers everywhere have protested. The net result is to destroy personal initiative, to make work monotonous instead of interesting and to cause a large and uneconomic labor turnover.

It is becoming increasingly clear that management must face facts. Management must either deal with trade unions organized by the workers, free and apart from outside influences, or deal with their workers individually. Company unions may serve some temporary purpose but they cannot function permanently or successfully. No substitute plan of workers' organizations can fill the place of bona fide trade unions.

It is conceded that industry is complex in that there are blended into operation and activity numerous elements all having to do with quantity and quality of production. Chief among these elements are finance, marketing facilities, machinery, raw materials, standards of production, skill of management and the mental and physical power of labor. Of secondary importance are large scale organization, the adoption of economic and modern methods and machinery, the elimination of waste and the elimination of duplication of effort.

While labor is not responsible and has no voice in the selection or employment of management it is vitally and directly interested in the quality and character of management.

Labor realizes that the success of management means the success of labor.

For that reason labor is willing to make its contribution to assist management and to bring about the right solution of problems dealt with by management.

Some of these problems are regularization of employment, fluctuation in prices, standardization of output, healthful and sanitary conditions of employment and the ever-pressing problem of unemployment. Safety of life, the prevention of accidents and continuity of employment make for economy in production costs and promote efficiency in service. These are questions of prime consideration. Industry sustains great losses from intermittent employment because of the lowering of workmanship morale and the consequent deterioration in the character of service rendered. It may be difficult to define the reasons for lowered morale and deterioration of service but the facts are that intermittent employment produces that result. Injury to workers through accidents is another cause of lowered morale and waste. Not only does the worker who is the victim of industrial accident suffer intense mental and physical pain but the depressing effect of such suffering is clearly evident among all groups employed in the vicinity where the accident occurs.

The great problem of unemployment is ever with us and constantly pressing for solution. It is one of the direct sources of waste. It is demoralizing in its influence and lies at the base of social unrest causing much human suffering. The problem of unemployment is a challenge to industry. It must be met—not in the spirit of toleration or resignation, but in the spirit of determination to conquer and control.

In touching upon Labor's ideals concerning management we are conscious of the fact that we have been and are now passing through a period when changes are taking place. These changes affect human relationships in a most vital way. Many of our older concepts are giving way to the newer and more progressive points of view. The relationship of management to labor is changed and is changing. The mental attitude of labor toward industry and industrial processes is undergoing revision and readjustment. Management is understanding more and more that economies in production can be brought about through the cooperation of labor and the establishment of high standards rather than through the autocratic control and exploitation of labor. Labor is understanding more and more that high wages and tolerable conditions of employment can be brought about through excellence in service, the promotion of efficiency and the elimination of waste. It is becoming more clearly understood that high wages and a high standard of efficiency in industry are correlated and the industry

that is best managed, most economically controlled, where workmanship of the highest order under satisfactory conditions is maintained, is the industry that can pay the highest wages.

Labor entertains many ideals concerning management. The attendance of labor's spokesmen at meetings of this character is an evidence of this fact. We invite most sincere reflection and most careful consideration of all the ideals which labor holds concerning management. The serious-minded, thoughtful spokesmen of labor are not optimistic enough to believe that labor's ideals concerning management will be immediately realized. An ideal may be properly regarded as an unrealized peak of perfection to which we may aspire. In this respect it is visionary, serving as an incentive to effort and to achievement. Even though these ideals may be for the moment unattainable they are so practical in character and so fraught with spiritual and material possibilities as to urge us forward in an earnest endeavor to realize them.

Management holds a most strategic position. Its activities and its policies touch the very life, well-being and happiness of the workers. Chief among the ideals of labor is the development of cordial relations between the workers and management. The workers believe that through understanding and cooperation the best interests of all those associated with industry can be served.

It is the hope and desire of labor that management will respond to this lofty sentiment so that in the consideration of policies management may seek to understand not what 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.

The wisdom of such a policy will be made manifest in a high standard of workmanship, in increased industrial earnings, in waste elimination and in the personal contact between management and the workers which is free from suspicion, antagonism and hatred.

It is an ideal of labor that management shall formulate and follow such wise policies as to bring to the