

of our railroads that the three parties concerned with their success, namely the public, labor and investor, will share and share fairly and alike in the receipts of improved railroad service and economy, as meted out to them in the respective coins of their realms. "If our railroads in the future are to operate successfully, enjoy public confidence and secure the hearty cooperation of their employees, then railroad management must not discriminate in favor of any group at the expense of the others. A grave responsibility is imposed upon railroad management when it comes to the realization of this ideal. I sincerely believe, however, that we can do much through cooperation to achieve it.

Union-management cooperation as a definite development in the railroad industry really dates back to the days of the United States Railroad Administration. During this period the standard railroad labor unions were universally recognized as the exclusive agencies of the employees in their relations with the Federal Railroad Administration. Their officers represented the employees on the joint boards of adjustment and wages and working conditions set up to handle railroad labor questions. These and related developments really laid the foundation for union-management cooperation during federal control. A proposal was actually made to the then Director General, Walker D. Hines, by practically all of the recognized unions, suggesting that cooperative arrangements be entered into between the standard unions and the managements of the railroads. The object of the proposed cooperative program was improved public service for mutual benefit. Joint local, system and national committees were to be organized to further the program. You may be interested in hearing that our friend and fellow-speaker of the evening, Mr. Beyer, played a prominent part as engineer in the formulation of the first railroad union cooperative program.

The Railroad Administration, especially the Director General, looked with favor upon the suggestions of the standard unions, and considered plans to carry them out. In fact, steps were actually inaugurated in this general direction, but unfortunately, by the time it seemed practicable to proceed intensively, the larger problem of returning the railroads to private control or continuing them under federal control crowded such developments as union-management cooperation out of the field. It was not practicable during this period of controversy

to do anything constructive along the lines proposed by organized railroad labor.

From the time of the return of the railroads to private control until the termination of the shopmen's strike of 1922 were trying days for both railroad management and railroad labor. Adjustments in railroad operating costs, became necessary. Controversies developed which threatened, in the minds of labor, not only to lower its living standards, but also to destroy the very organizations which railroad labor had slowly and painfully built to safeguard the legitimate rewards to which it considered itself entitled from the industry. Throughout this controversy, railroad labor harbored the conviction that if only the emphasis in railroad management could be shifted from fighting the unions and cutting wages to the elimination of waste, the correction of managerial inadequacies, and the improvement of efficiency and service, there would be no necessity for devitalizing the unions of the employees, contracting out work and reducing wages. This was the burden of much of labor's argument before the Railroad Labor Board and, in justification of its contentions, it mastered a great deal of evidence to prove that there was considerable opportunity to effect far-reaching economies in railroad operations and maintenance.

Forced into the position of "His Majesty's Opposition," organized railroad labor did not even during these unhappy days lose sight of its basic interest in efficient railroad management. But all it could do was to suggest, criticize, protest, object and resist. How much more satisfactory it would have been had the difficulties of those days been met jointly in the spirit of genuine union-management cooperation.

Despite the gravity and extent of the misunderstanding which grew up between railroad labor and management after the war, I want to remind you that the shopmen, in addition to pointing to opportunities for reducing railroad expenses other than reducing wages or arbitrarily modifying rules, plead for constructive cooperation before the United States Railroad Labor Board. Railroad managements were approached long before the shopmen's strike with the offer to cooperate, and publicly, even during the strike, this offer of the standard shopmen's unions was reiterated.

It was not, however, until the spring of 1922 that a railroad executive was found who sufficiently un-

By Way of Illustration

THE pages which follow illustrate certain features of union-management cooperation.

1. Cooperative Committees

Figure 1 shows the union-management cooperative committee in session at the Moncton Locomotive Shops, Canadian National Railways, Moncton, N. B. A typical set of minutes from a meeting of this committee is reprinted on page 20.

2. Interest in Shop Safety

Interest in shop safety is stimulated through union-management cooperation. Figure 2 shows management and union representatives at the Riverside (Baltimore) Engine Terminal, Baltimore and Ohio Railroad.

3. Devices Suggested and Perfected by the Men

Figures 3 to 6 show devices designed by shopmen working under union-management cooperation. Suggestions which lead to improvements of this kind are stimulated in great numbers by the cooperative relationship.

Figure 3. Hollow Tap for Staybolt Sleeves and Wrench for Flush Caps

The hollow tap is for tapping threads of sleeves of flexible crown bolts without removing the bolt. When a sleeve requires rethreading on account of being stripped when removing cap it is not now necessary to remove the bolt and sleeve, as this tap fits down over the bolt and taps the threads with the sleeve still intact. This saves about twenty minutes per bolt, which is a large item besides saving the bolt. The wrench is for removing flat caps in place of gouging. It is rigged with an air motor which jars the cap loose while the wrench is being turned with a lever, creating considerable saving in caps as well as time in removing them. Both these were designed and made by Boilermaker Francis Carbine, who is shown in the photo.

Figure 4. Ratchet and Holder for Filling Grease Cups

With this device it is possible to fill four grease cups with one filling of the holder which does away filling by grease cup caps. It is now possible to fill four grease cups in approximately the same time that was required to fill one the old way. This device was designed and made by Machinist Robert M. Englebach, who is shown using it.

Figure 5. Expander for Reclaiming Metallic Piston and Valve Packing

This device consists of a holder and a taper round wedge which is inserted in the center of the packing when placed in the holder and when forced down brings the packing back to its original shape. This has saved the company large sums of money by reclaiming all kinds of metallic packing. It was designed and built by Machinist John T. Burns, who is shown in the photo.

Figure 6. Mandrel for Holding Valve Bodies in Lathe

This mandrel is used for holding piston valve bodies in a lathe to face off both ends with one setting, doing away with reclamping to face plate to turn off opposite end, thereby saving about one-half hour per body. It was designed and made by Machinist Louis E. Witt, who is shown using it.

4. Stimulating Traffic

Figure 7 shows an example of the efforts of the shop craft unions to stimulate traffic flow to their railroad. In this case the Chillicothe (Ohio) local shop federation of the Baltimore and Ohio Railroad took over a page of the local paper and induced local merchants to subscribe to a section thereof, thus indicating that they ship over the B. & O. and so are worthy of the patronage of the shopmen. Many other examples could be cited to show the genuine interest of union shopmen in securing business for their road.