

Our last "event" was the meeting with the Comité National de l'Organisation Française. This group is the result of the fusion of the two French groups, that which supported the teachings of Taylor, and that which followed Fayol. That the two, each well established and prosperous, should have become one, at the suggestion of the late M. Fayol himself, is highly significant of the spirit of co-operation that prevails. Presided over by M. de Fremenville, one of the most genial of the pioneers of scientific management in France, the group makes foreign guests most welcome. M. de Fremenville outlined the history of the Comité, its work and its relation to the new Institute at Geneva, and spoke of the American leaders in scientific management so feelingly that the message of greeting from the management groups of this country could not fail of a hearty reception.

IT HAS often been remarked, both by Americans themselves and by foreign observers, that the American workman adopts a different attitude towards his employer and towards his associates from that of the workmen of other countries. That there is some truth in this assertion can hardly be denied. . . . The theoretical basis of the American labor movement . . . is certainly different from that of European movements, though perhaps it is more a question of method than of ultimate aim. . . . The atmosphere of a "new country," in which possibilities are still enormous, class divisions are yet barely perceptible and the progress of social crystallisation only beginning, naturally breeds a different outlook in the worker to that which prevails in countries which have reached the limit of their expansion and where the social hierarchy has been solidified for generations. No doubt frequent instances could be found in most countries of men who have gone from the bottom to the top of the industrial ladder, but in America they are far more numerous than elsewhere. Many workmen still feel that they may in their turn become a Ford or a Swift or a Rockefeller, if they can save some money and a little luck comes their way. Moreover, industry is swelling so fast that even without any special good fortune the ordinary worker may hope for promo-

The fact that the editors of "Mon Bureau," a magazine devoted to efficiency in the office, and "Mon Chez Moi," a magazine devoted to efficiency in the home, are welcome members of this group, and anxious to make its findings available to their readers, indicates the scope of the work.

And now, writing on the boat coming home, I am filled with a feeling of optimism. It is not the numbers of people met that counts. That was necessarily small. It is the fact that, in these few weeks, in these few countries, everywhere one found interest and enthusiasm and co-operation. Now come the Rome Congress of the International Management group in September, and the Engineering Congress planned for Japan in 1929. But we are not planning only; we are performing as well. We are defining and assigning, and getting at our problems. And that is a fine start. None of us wishes that they were all solved!

tion far more reasonably than can the worker in a country where the rate of economic growth is less meteoric. As a consequence not only has he a stronger belief in his own capacity to rise in the social scale, but the obstacles to his doing so are less formidable. The number of employers and high officials who have come up from the ranks is undoubtedly very considerable. One can hardly fail to find them in any big business. This is a fact which has an obvious bearing on industrial relations, though it is easy to exaggerate its effects. It is not always the employer who started life as a labourer who has the greatest sympathy with his own labourers' claim to better wages and conditions. Because they were good enough for him in his young days, he is sometimes apt to suppose that they ought to be indefinitely satisfactory. But on the whole knowledge breeds understanding and therefore tends to ease the relationship between employer and employe. Again, the worker's knowledge that avenues of advancement are open to him, besides being a stimulus to the more ambitious, has prevented the growth of a "class-conscious" attitude prevented society at large. . . . [This] also influences the American worker's attitude toward his fellows. (H. B. Butler, C. B., Deputy-Director of the International Labour Office, "Industrial Relations in the United States," pp. 17, 18).

A Plan of Unemployment Insurance By Industry

The Administration of the Plan Inaugurated in 1923 by the Men's Clothing Industry of Chicago

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THE PLAN of unemployment insurance in 1923 in the men's clothing industry of Chicago under an agreement between the National Industrial Federation of Clothing Manufacturers and the Amalgamated Clothing Workers of America marks a new phase in the brief history of unemployment insurance in this country. Up to that time a few individual employers had established unemployment funds for their employes, a small number of trade unions had paid unemployment benefits, and the cloak and suit industry of Cleveland had guaranteed unemployment payments to its employes, numbering under 5000, in case their employment should not total forty weeks in the year. But the Chicago agreement involved co-operation by employers of about 350 establishments, large and small, employing about 25,000 workers. It was much more ambitious than anything previously attempted. Contributions for the period May 1, 1923, to October 31, 1926, amounted to \$3,250,000.00 and benefits paid totalled \$2,650,000.00.

The plan is under the direction of trustees representing the two sides with a neutral chairman. There are five boards of trustees, one for Hart, Schaffner and Marx, one for the House of Kuppenheimer, one for Alfred Decker and Cohn, one for the remaining large concerns, and one for the contractors. In view of the difficulty of securing agreement upon trustees among the non-association firms, their funds have been administered by the Chairman in conformity with the procedure of the other boards. The contributions from the contractors and their employes are pooled in one fund, but the contributions from all other employers are kept separate in individual house funds. The result is the pooling of the contributions from 150 small contracting establishments and separate house funds for about one hundred

of the larger concerns. For the unpooled firms there are theoretically as many boards of trustees as there are employers, but this difficulty is overcome by the firms agreeing upon the same trustees and by the trustees legislating for all firms at the same time unless they otherwise indicate. Co-ordination of the various boards is secured through the chairman who acts for all the boards.

The trustees are charged with making administrative rules, receiving contributions, and distributing benefits. The funds are placed under the control of the trustees. In the event of disruption of relations between the two sides or the liquidation of a firm, the trustees are required to distribute the funds as unemployment benefit to unemployed members of the union in Chicago within a period of five years.

Terms of the Agreement

The terms of the final agreement and the rules as they now stand are summarized below:

1. *Contributions.* Beginning May 1, 1923, the employer shall deduct 1.5 per cent of the weekly earnings of each member of the union in his employ and shall forward to the trustees weekly the money so deducted, together with an equal amount contributed by himself.
2. *Waiting Period.*
 - a. For workers on short time, the waiting period in each season shall be forty-four hours.
 - b. For workers on layoff, the waiting period in each season shall be forty-four hours after registering at the employment exchange.
3. *Unemployment.*
 - a. Time on layoff in excess of the waiting period shall be counted as unemployment.
 - b. All short time after, allowing for the waiting period, shall be counted as unemployment on the same basis as time on layoff.