

a journeyman machinist at the Midvale plant before you were promoted to the position of gang foreman?

Mr. Taylor. My remembrance is not very clear in the matter, but I should not think it was more than two months.

The Chairman. How long had you worked as a journeyman machinist before that at this other plant?

Mr. Taylor. That is the first work I had after I got through with my apprenticeship.

The Chairman. You went right from there to the Midvale plant as a journeyman machinist?

Mr. Taylor. Yes, sir.

The Chairman. And worked at the Midvale plant two months as a journeyman machinist before you were promoted to the position of gang foreman?

Mr. Taylor. Gang boss; yes.

The Chairman. During the time that you were working as a journeyman machinist you worked exactly as the other men in the plant worked?

Mr. Taylor. Oh, yes; absolutely.

The Chairman. You found there a disposition on the part of the workmen to soldier?

Mr. Taylor. We all soldiered; it is safe to say that there was not a man in the shop that did not soldier.

The Chairman. Yourself included?

Mr. Taylor. Certainly, sir.

The Chairman. You did not while there do any greater amount of work than the other machinists?

Mr. Taylor. Well, there may have been a shade of difference between my work and that of the rest of the men. I will not say that I did work harder. Possibly I did a little more work, but it was not enough to cause my brother workmen to feel that I was breaking rates and making a hog of myself, as they would put it then.

The Chairman. But you were there long enough and worked with them long enough to feel that the workmen were soldiering?

Mr. Taylor. I absolutely knew it; there was no question about it. I saw the same thing, Mr. Chairman, all through my apprenticeship, from the time I started as an apprentice until I

got through; the thing was practically universal in the shop.

The Chairman. And when you became a gang foreman, having this information, you determined to take strong measures to break up that soldiering?

Mr. Taylor. I determined to try to get a larger output from the machines, but I do not think I had in mind what measures I was going to take; at first I do not think I had any policy clearly in mind. I thought at first that I would be able to persuade a lot of my friends to do more work, but I soon found that was out of the question.

The Chairman. Did you find during that time that the workmen themselves admitted that they were soldiering?

Mr. Taylor. Of course they did.

The Chairman. They admitted that to the foreman?

Mr. Taylor. I do not know what they admitted to the other foreman (the old gentleman, as we called him; the old man was an old English gentleman of more than 70 years of age). I really do not know what they admitted to him; but all through the time that I was their foreman or their gang boss and was trying to get them to do a larger day's work there was no denying the matter at all with me; they knew that I knew it, and they justified it, and so did I justify it, Mr. Chairman, in view of prevailing conditions, and my sympathies were with them through-out the whole performance.

Now, that may sound like an anomaly, but I am telling you the fact. My sympathies were with the workman, and my duty lay to the people by whom I was employed. My sympathies were so great that when, as I have told you before, they came to me for personal advice as a friend and asked me in a serious, sober way, "Fred, if you were in my place, would you do what you are asking me to do, turn out a bigger output?" my answer was, as I have said in the record before, "If I were in your place, I would do just what you are doing; I would fight against this as hard as any of you are; only," I said, "I would not make a fool of myself; when the time comes that you see that I have succeeded, or the men on our side have succeeded, in forcing or compelling you to do a larger day's work, I

would not then make a fool of myself. When that time comes I would work up to proper speed." I told them that over and over again. Our official relations were of the most strained and most disagreeable and contemptible nature, but my personal relations with most of the men throughout that fight were agreeable.

The Chairman. Let me find out whether your conception of what is meant by the term "soldiering" and my conception are the same. Do you mean by the term "soldiering" a failure on the part of the workman to do as much work as he could do without physical or mental injury to himself?

Mr. Taylor. Would it not be better for me to quote from what I have written on the matter? What I have written has been very carefully prepared to express my exact views.

The Chairman. I just wanted to get your conception as to what constitutes soldiering. If that fits your conception, of course we will be glad to hear it.

Mr. Tilson. What we want is your present idea of that term; and if it is expressed in your book, we will be glad to have it.

Mr. Taylor. It is expressed in my book better than I could state it extemporaneously; I could state it in a shorter way, but I do not want to have people coming back at me and misrepresenting my real views because of any brief extemporaneous statement that I may make. There are several kinds of soldiering, and they are described in my book; if you want a full definition of soldiering, I beg to refer to my book.

The Chairman. We would like to have your whole view about soldiering.

Mr. Taylor. Well, I will read from my book as follows:

On the part of the men the greatest obstacle to the attainment of this standard is the slow pace which they adopt, or the loafing or "soldiering", marking time, as it is called. This loafing or soldiering proceeds from two causes. First, from the natural instinct and tendency of man to take it easy, which may be called natural soldiering. Second, from more intricate second thought and reasoning caused by

their relations with other men, which may be called systematic soldiering.

I might add that in England it is called "hanging it out" and in Scotland "ca' cannie," and every man in England, let me tell you, hangs it out, and every man in Scotland will ca' cannie.

(Reading:)

There is no question that the tendency of the average man (in all walks of life) is toward working at a slow, easy gait, and that it is only after a good deal of thought and observation on his part or as a result of example, conscience, or external pressure that he takes a more rapid pace.

There are, of course, men of unusual energy, vitality, and ambition who naturally choose the fastest gait, set up their own standards, and who will work hard, even though it may be against their best interests. But these few uncommon men only serve by affording a contrast to emphasize the tendency of the average.

This common tendency to "take it easy" is greatly increased by bringing a number of men together on similar work and at a uniform standard rate of pay by the day. Under this plan the better men gradually but surely slow down their gait to that of the poorest and least efficient. When a naturally energetic man works for a few days beside a lazy one, the logic of the situation is unanswerable: "Why should I work hard when that lazy fellow gets the same pay that I do and does only half as much work?"

A careful time study of men working under these conditions will disclose facts which are ludicrous as well as pitiable. To illustrate: The writer has timed a naturally energetic workman who, while going and coming from work would walk at a speed of from 3 to 4 miles per hour, and not infrequently trot home after a day's work. On arriving at his work he would immediately slow down to a speed of about one mile an hour. When, for example, wheeling a loaded wheelbarrow he would go at a good fast pace even up hill in order to be as short a time as possible