

sent of the mill management, made a fortnight's survey of lay-out, operations and conditions. His report to the Executive Committee resulted in an agreement, relating definitely to the new schedule previously mentioned, providing for the employment by the Company of a trained technician, and for the appointment of a committee representing the management and the Union to act with him in the making of tests on a factual basis. The object of these is the elimination of waste—both of labor and materials and an ultimate reduction in cost. The agreement further provides for master planning on the part of the management, for the budgeting of sales and for the forecasting, as far as is humanly possible, of continuous operation. This later agreement under which employer and worker are co-operating will be presented and discussed by Mr. O'Connell and Mr. Goodell.

The Real Problem

This matter of employer-worker co-operation, as far as the management is concerned, involves the viewpoint of several interests—the stockholders, as represented by the Board of Directors; the Company executives, including the treasurer, the agent and superintendents, and the overseers and second hands, who are naturally most intimately associated with the employes. Given a group of directors with an adequate conception of the results which must be achieved, and in addition a real interest in the entire personnel of the corporation, given a forward-looking executive force heartily in accord with the object of this co-operative effort, and finally, a group of overseers and second hands imbued with the real spirit of the undertaking and manifesting from the first an intelligent idea of

what it is all about—given all these, the problem as far as the employer is concerned is not insuperable.

On the part of the Union, as represented by its officials, an exceptionally fine attitude has been evidenced consistently. They have shown an apparent real appreciation of this unusual project and a sympathetic attitude toward the objectives of the management.

The real problem is the winning over of the workers to a realization of the true situation, an understanding of the reason for studies and tests. They must be so educated that, when the facts are established by the research committee, there will be a whole-hearted acceptance of the findings and willing assumption of a job in accordance with them.

It is apparent that this lack of education is a real problem. It is manifested by an open reluctance of operatives to work on a test, and the covert opposition of many who, by obvious means, try to deter a fellow workman from a fair and square endeavor to play the game. This lack of intelligent co-operation is due to many causes. Not the least of them is the traditional, one might almost say the hereditary, suspicion of the average mill operative toward anything that seems to come from the management. In the old days employer and employe each regarded the other as a natural and inevitable enemy. Happily this condition is now in a fair way toward the discard. We are on the threshold of a new era. There are more steps to climb before easy going is reached, but it is with a most sanguine feeling of the ultimate success of our employer-worker co-operative effort that we present this picture of our progress to date.

The Union Point of View²

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THE TERM used to cover this case of employer-worker co-operation is Union-Management-Co-operation between the United Textile Workers of America and the Naumkeag Steam Cotton Company of Salem, Massachusetts, manufacturers of Pequot sheets and pillow cases.

²Paper presented at a meeting of the Taylor Society, New York, December 6, 1929.

In June, 1918, a strike occurred within the Naumkeag spinning and carding department, employing three hundred workers. A local union was organized and chartered in the United Textile Workers of America and the machinery for dealing with the management established. Agreement was reached at the end of five days to return to work and submit the entire controversy to arbitration

under the auspices of the Massachusetts State Board of Arbitration.

In the fall of 1919, 75 per cent of all workers were members of the Union, and demanded its recognition with collective bargaining in its fullest sense plus a general increase in wages. After a seven weeks' strike, a conference was called and the management and Union officials agreed upon: (1) recognition of the Union; (2) a minimum wage for women; (3) collective bargaining; (4) withdrawal of the wage increase; (5) a system of dues collection within the mill, and (6) the establishment of a shop committee and foreman conferences to adjust grievances. A remarkable thing about these two early struggles was the spirit manifested by both sides. Neither side is today ashamed or embarrassed by any act of its membership.

Mr. J. Foster Smith on both occasions closed the plant and never resorted to injunctions, yellow-dog contracts, or other methods used to destroy the effectiveness of the Union. The Union membership likewise took a responsible attitude toward such management problems as the creating of standards of wages and working conditions, consultation on discharges, adjustment of grievances between foremen and shop committees. This was considered reasonable because it was believed that such an attitude would assist in improving morale and in stimulating a real everyday interest in jobs. And it did.

Next followed an agreement to accept seniority rule as a means of still further improving morale. It is believed that honest effort in quality and quantity production is rendering faithful service, and is entitled to reward in the form of promotion as well as in security of job.

The next co-operative step was reduced to writing in the form of an open covenant. We believe the agreement between the United Textile Workers of America and the Naumkeag Steam Cotton Company to be an embodiment of the striving toward industrial progress.

The Agreement

Agreement by and between the United Textile Workers of America, through its legally qualified officers, party of the first part, and the Naumkeag Steam Cotton Company, of Salem, Massachusetts, through its legally qualified officers, party of the second part, with the object of removing, as far

as possible, all causes for misunderstanding and friction and of promoting to the greatest possible degree the mutual helpfulness of the two organizations.

First: The party of the second part agrees to a cordial and full membership recognition of the bona-fide trade unions of its employes, known as party of the first part, as their proper agents in matters affecting their welfare, and further agrees that these trade unions are acceptable. It recognizes them as desirable, not only in regard to the welfare and protection of their members, but also desirable to the management, inasmuch as the co-operation of their members is essential to the continued and successful operation of the Mills.

Second: The party of the first part agrees to promote in every legitimate way the distribution and sale of "Pequot" sheets and pillow cases, and other products of the party of the second part, and pledges its support in a constructive and responsible way to the end that quantity and quality production may be maintained, and further pledges its co-operation in effecting such economies in manufacturing as may be brought about by the introduction of improved machinery.

Third: The party of the first part realizing that continuity of operation is essential to the successful operation of the Mills, agrees that in the event of differences which may arise in respect to details of operation, compensation, hours of labor, working conditions, or any other matter of controversy between the management and the employes, a period of not less than sixty days shall be allowed for the proper and orderly holding of conferences between the management and the executive or other committee of the Union, and further agrees that no action tending to disrupt production shall be taken before the expiration of the said period.

In the event of the unauthorized cessation of work by an employe or group of employes the said party of the first part agrees to use every effort at its command to assist in maintaining continuous operation.

Fourth: The party of the second part appreciating the advantage of a spirit of co-operation and loyalty inspiring the personnel of its employes, and desiring to further cement the feeling of friendly and sympathetic understanding, agrees to use every effort to maintain good working conditions, fair wages and continuity of employment.