

if adopted. They are:

1. Employers will practice no discrimination against employees.
2. Employees will practice no discrimination against employers or fellow employees.
3. Employees will practice no restriction of productive output.
4. Employers and employees shall share equitably in the economic returns of scientific management.
5. Permanent relations between all operatives shall be insured by the reduction of the activities of the industry, as far as possible, to standards for guidance. These standards shall be established, as far as possible, by collective determination and agreement.

That is the platform upon which we have agreed with the leaders of our working forces as guidance for our future practices, regardless of whether it may be called the Taylor system of scientific management or not. They are in accord with these principles, and we are entirely in accord with them, and I think I need say no more. I will merely add to this very brief contribution one thing, and that is that I do not think the trades organizations have any differences with scientific management. I believe the reason why they think they have is because they don't know about it, and I believe the reason they do not know is because the employers have not given them a chance to find out.

Daniel M. Bates: Mr. Babcock, you have referred to scientific management being carried out equally by employers and employees. Suppose you save sixty per cent of your labor cost, which might be very possible by scientific management, would you divide 30-30 or take out the cost of providing your scientific management and divide the balance 50-50? It seems to me when you arrive at that you have almost gotten the solution of the whole problem.

Mr. Babcock: My answer is that we haven't arrived at that point, because we haven't had a collective determination of it; but I will say this, that in equity there should be a joint division of those profits. That is the only answer I can give.

The Chairman: Is there some one who wishes to ask questions of the speakers of the afternoon?—they are here, and are your mark.

Mr. Babcock: I would like to ask Captain Beyer what is the point of contact between Rock Island and their employees?

¹Lewiston Bleachery and Dye Works, Lewiston, Maine.

Captain Beyer: At Rock Island the employees select their representatives and the management selects its representatives, and they form joint committees for whatever there is for a committee to do. It is more or less desirable to maintain this arrangement in a state of flux. They don't want anything ironclad.

Mr. Babcock: Do you direct them in any way in the selection of those committees or in the way they are formed? It is a purely democratic selection of representatives?

Captain Beyer: Purely democratic.

Mr. Babcock: I am very happy to say that that has been our plan. It has been brought out before that other plans have led towards direction by the employer as to the form of representation that labor might have, and that the employers might even have a hand in the selection of their representatives. In our case we have taken a purely democratic attitude towards it, and the men have taken care of their own representation, without any selection from us. I may say that there was appointed a committee of three men, later on a larger committee of seven, so that they could have more perfect representation, and that there has not been a single man appointed on that committee, I believe, who will not do everything on earth he can do from the standpoint of reason to carry out matters coming before them. When I say, further, that when our city was in a very agitated condition by virtue of radicals trying to take control, the Holt Manufacturing Company avoided all trouble of that kind by virtue of the activities of its organized employees, who prevented any such condition from arising. I might take the liberty of asking the chairman of our central committee to rise here for a moment.

The Chairman: If you don't do it I am going to do it.

Mr. Stack: Colonel Babcock has given a brief statement of the situation at Holt's. As he has said, the Holt Manufacturing Company is organized. The other manufacturing plants were not organized to any extent,—probably, I should judge, twenty per cent organized. Some were not organized at all. A number of radical labor leaders started agitation in Peoria after the coal miners' strike. The situation had been strained by the taking away of charters and reorganizing after that trouble, not allowing the radicals in at all, and some of the radicals then started in to organize the unorganized industries around Peoria. We did

¹Worker at Holt Manufacturing Company, Peoria, Ill., Chairman Central Committee.

not need their assistance, as we clearly stated to them, but they got twenty or thirty per cent of the laboring men around out on strike. After they had been out several weeks, and there was a deadlock, no recognition being given by employers, a situation came about as everybody is familiar with in such cases, where what is called a sympathetic strike was attempted, and they sent out posters inviting all labor, organized and unorganized, to join them in one great big celebration. They stipulated three days to hold the strike, the first day to fall on Friday, and the other days to be Saturday and Sunday. The next day, Monday, Labor Day, would terminate their sympathetic strike. We were forewarned of the action to be taken by the Central Labor Union of Peoria. The labor assembly was composed of about thirty-eight branches of organized labor. Because of the light thrown upon the matter by the Holt committee, the central labor body became impressed with the situation as presented, and came out publicly against the sympathetic strike through the public press. The day previous to the strike I, as chairman of the Holt committee, called a meeting. I will say, in addition to what Mr. Babcock has said, that we have represented on that committee each and every department of the shop, regardless of where it happens to be or what class of mechanics it has. Each department has one representative, at any rate, according to its size, on what we call a general committee. From that general committee is appointed a central committee, consisting of seven. We endeavor as far as possible to distribute this central committee over the entire shop, so that at any time it will be accessible to all the men. The general committee consists of a body of thirty-five or thirty-six men who select a chairman and secretary who serve for both committees, the central committee and the general committee.

I will now return to the sympathetic strike. The day previous, at the noon hour, a meeting was called in the shop to take action on the sympathetic strike, and the matter was discussed very seriously. The workers came out unanimously—and there was a good attendance, as it happened to be around luncheon time—against the sympathetic strike, wanting to go on record against it. So a bulletin was posted in the shop to that effect. It was a very serious affair. To show how far it went, the street car men stopped service for three or four days and the Holt men had to go to work by any means possible, automobiles and other conveyances. I inquired as to the number of men absent, men who did not report for a day's work, and I

don't think there were five per cent on the average, as compared with the week previous, when there was no trouble. That shows that the men used foresight and good judgment on the proposition, and that it was a particularly good showing when it is borne in mind that some of them had to walk two or three miles to work.

The next day there was a demonstration and it was planned that there should be a parade. We got word from Colonel Babcock that the line of march was to include East Peoria. You see, we are a separate town, the situation being like that of Boston and Cambridge here. They started out to come over the bridge. The city authorities had made a previous arrangement to raise the only draw of the bridge. The strikers got so strong that they threatened to dynamite the bridge, and one thing and another, and it was necessary to put the draw down again. So they marched across the bridge, I should judge 5,000 or 6,000, calling names and insulting the employees of the shop, trying to intimidate the employees to get them away. The only success they had was to rile the men, so that there was almost a riot in trying to prevent the men of the shop from going out and having a battle with them. We took a stand. I had sent word to them previously stating the reason for our stand against them in their call for a sympathetic strike, and had told them we would meet them through a representative body they might select or appoint, at any time and place they might select, and discuss the reasons why we did not consider it an advisable move. They did not see fit to send a committee, but thought they would send the 5,000 or 6,000 radicals over to intimidate us; thought they would get success in that way. They found that that was foolish, and the next day they sent a committee. I did not know that the committee was over there. They had badges on them. I saw a few of them standing around the door, and walked up and asked them what they were there for. I thought they were probably taking some means of intimidating the men and stopping them from going to work that morning. That was the day after the demonstration. They said that they had sent over a committee to meet our committee, and I told them I was on the committee and would gather up the other members of the central committee and come out and meet them as soon as possible. It was about twenty minutes before we got the whole committee out. We went over the proposition thoroughly. I told them they had done things that I considered unfair, that when