

tion for which we are fitting ourselves. It is a very serious thing.

The problems that confront the engineering profession today in this country or in the world are tremendous. Those who will solve them are honest people with this kind of training, people in engineering and allied lines, students of economics, students of philosophy, the people really doing the thinking and the planning. These people have a tremendous function to fulfill in the world today. I hope that you will all have in your minds in whatever you undertake, this feeling of your own responsibility, and the feeling that it is your solemn obligation to fit yourself to be a man and to be a man who can stand as a leader of men.

In conclusion, I just want to bring these things to you. In this kind of work, you are bound to deal with a lot of intangible things, and because things are intangible, don't think that they are not real. I think that some of the real things that we have to encounter are the things that are intangible. What are you dealing with when you go out and take up methods of organization? You are dealing with human beings themselves. What do human beings do? They eat, work, sleep, and they think,—and what they think

means just as much as what they work (which you can see), and what they eat (which you can see) and what they sleep (which you can watch) and it is what they think. The thought is the thing that must be at the bottom of every action, because you have to think out something before it can be done. You have to deal not only with people's thoughts, but you have to deal with people's aspirations. You cannot see people's aspirations. It is something inside of a man that is no less a real thing because you can't see it, and makes him aim for something more and something better. You have to deal with them when you are dealing with people.

You deal with people's imaginations. Someone has said that "without vision people perish." Without imagination, there is no building up of some sort of mental image that becomes a real thing to them.

Just carry away that message, if you will. In the first place, be prepared for all sorts of difficulties, but don't be daunted by them. Fit yourself, so that you can tackle any problem that comes, and do it; have some common-sense; be decent; and never lose sight of the fact of your great responsibility and the service that you are rendering your fellow-man.

EXTRACTS FROM REPORT OF A CONFERENCE OF EMPLOYERS

CHIEFLY MEMBERS OF THE SOCIETY OF FRIENDS

SUBMITTED TO LONDON YEARLY MEETING, 1918

I. WAGES

WE believe that the following propositions may be laid down with regard to wages:—

10.—(1) In determining the rate of wage to be paid, a distinction must be drawn between the minimum or Basic Wage and wages above the minimum, which may be referred to as a Secondary Remuneration. The former should be determined primarily by human needs; the latter by the value of the service rendered.

1. The Basic Wage

(a) Men.

11.—The wages paid to a man of average industry and capacity should at least enable him to marry, to live in a decent house, and to provide the necessities

of physical efficiency for a normal family, while allowing a reasonable margin for contingencies and recreation.

(b) Women.

12.—The Basic Wage for an adult woman of average industry and capacity should be the sum necessary to maintain her in a decent dwelling and in a state of full physical efficiency, and to allow a reasonable margin for contingencies and recreation.

2. Secondary Remuneration

13.—The Secondary Remuneration is remuneration due to any special gift or qualification necessary for the performance of a particular function, e.g., special skill as a tradesman; the special strength of some physical organ, as in the case of a gas stoker; special muscular training and power, such as that of

a lumberman; responsibility for human life, as in the case of locomotive engine drivers.

14.—We believe that if once the Basic Wage is fixed at a right level, the precise amount of this secondary remuneration to be paid for different services may be left, as at present, to bargaining. But in conducting such bargaining the employer should remember that the pleasures and varieties of life are just as dear to the workers as to himself, and that they, too, need comfort, rest, and change of scene.

II. STATUS

19.—The worker asks today for more than an improvement in his economic position. He claims from employers and managers the clear recognition of his rights as a person. The justice of this claim our religion compels us to admit. We cannot regard human beings as if they were merely so many units of brain power, so many of nervous or muscular energy. We must cooperate with them, and treat them as we ourselves should wish to be treated.

23.—The management of a business may be divided broadly under three heads:—

(a) *Financial*. The provision of Capital and appropriation of Profit; Relations with Shareholders, Bankers, Competing Businesses, the State, Terms of Credit, etc.

(b) *Commercial*. Determination of the general character of the goods to be manufactured or of the class of work to be undertaken; Purchase of Materials; Sales of Product; Advertising.

(c) *Industrial*. Control of processes and machinery; Nature of product; Engagement and dismissal of Employees; Hours of Work; Rates of Pay, Bonuses, etc.; Welfare Work; Shop Discipline; Relations with Trade Unions.

24.—With the financial and commercial aspects of the business and the general policy connected therewith the worker is not at present so directly concerned, although indirectly they affect him vitally. But in the industrial policy of the business he is directly and continuously interested, and he is capable of helping to determine it. How can we give him an opportunity of doing this?

25.—As an initial step, any existing Shop Committees, such as that of the Shop Stewards in engineering works, should be formally recognized. But, in the absence of such bodies, we recommend the establish-

ment of Committees or Works Councils, in which the chosen representatives of the workers should discuss matters which concern them, first alone, but secondly, and at frequent intervals, with the management. In this connection it would be essential to secure the co-operation of Trade Unions and to make it certain that their positions would not be prejudiced by the existence of such Councils.

26.—To these Councils might be referred questions affecting the individual works, such as wages, rates, discipline and shop rules, the engagement and dismissal of workers, the time and duration of factory holidays, adjustment of working hours and number of staff to meet shortage of work, health, canteen, and other social work. It is fully realized that experience on Works Councils may and should train the members for greater participation in the control of the business, and enable them ultimately to take part in the commercial and financial administration.

27.—Questions affecting the whole of an industry are not capable of settlement by Councils representing single firms; but the same principle of consultation and cooperation can be applied to their settlement through the National and District Industrial Councils recommended by the Whitley Report. Where therefore the nature and organization of the industry make it possible, employers should do what they can to initiate and assist in the establishment and working of such Councils.

28.—When industry, now being conducted by methods hurriedly devised to meet abnormal exigencies, is re-established on a permanent peace footing, conditions will be widely different from those existing before the War. It is of the utmost importance that employers and workers should cooperate, frankly and cordially, in determining the new conditions. The application to individual firms of general principles agreed upon by the Trade Unions and Employers might very suitably be discussed in the Works Councils referred to above.

III. SECURITY OF EMPLOYMENT

32.—(1) The business should be carefully organized

(a) With a view to reducing the employment of casual labour to the lowest limit; and

(b) To regularizing work throughout the year so far as possible.