

Labor:

Labor was one of the matters of policy which came under Young's direction when he was elected Vice-president when he went into the General Electric. They seemed to have had on their hands at that time certain schemes for organizing the men into clubs; they were also considering profit sharing, that is, there was more or less thinking and planning on better industrial relations going on in the Corporation, when Young joined it.

It was what was called <sup>an</sup> open shop and an open shop with a large number of organized men in it, metal workers, electrical workers, good organizations on the whole.

I went over today the papers connected with the strikes which started <sup>in</sup> the summer of 1918, obviously the unions were attempting to force the corporations into complete organizations. At ~~Schenectady~~ Pittsfield and at Lynn, Erie, there was a great deal of trouble, particularly at the first and second places. The managers were obstinate and stupid, that is, they were not pliant, particularly when this <sup>time</sup> went through at Lynn where there was a man by the name of Walter Fish. The men had been called out - the Board of Arbitration of the State had been appealed to. Fish appeared before it. His testimony is evasive. He is oratorical about the country and loyalty and the duty of every man to do his job while we were in the war; breaks out into this every little while; lacks softness. Very poor testimony. The union representative was trying to force the company into the position of appearing to <sup>disregard the order</sup> give the <sup>of</sup> the War Labor Board the ~~directions~~, trying to make them appear that the Board had ordered unionization. But it had not; it had



These documents carry out what he told me at Chandler of his own thinking on the subject.

Two points are the *care* with which he informs himself on both sides of the question, as well as the way he studies the temper, quality of men, his understanding of the definite need of the men for some better kind of approach, way to talk things over. The decision <sup>of the</sup> ~~way~~ he did come to believe that this is the fundamental need ~~on~~ some new form That is, these documents carry out what I had gathered - what process of thinking he went through at the time of the strikes.

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