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Of course what the man who thinks of interest only in terms of money wants to know is how much was actually saved in dollars by this three year's investigation. The joint research board began its work in March 1930 (verify this) At the opening of 1932 enough had been done and changes made to estimate the savings or results. They were substantial. Mr. Goodell estimates about \$230,000 a year, that is on a production cost which had been a year they cut out \$230,000. But there was other money, savings, which did not appear. One real money advantage is the fact that this method of studying and correcting is cheaper than new machinery. As they compared it at Naumkeag the money invested in joint research the return was ten times as great as if the same amount had been spent in new equipment. But to my mind far and away the greatest result of this experiment was that two groups, the nature of the thing depending upon each other and yet through traditional bad practices, political, snobbery, and all the moods of ugly things that prevent peace and good will in the world in any undertaking, had been so largely ^{with a} cashed out and a real ^{technique} of working together for the best ends of all concerned has been established.

The really important thing in my mind in this experiment what we call co-operation has been proved, proved not by talk, not by oratory, not by politics, not by religion, but by science.

Ida M. Tarbell
Library

Two groups of people chosen by the leaders on the opposite sides get together and agree to study in detail each element in their problem to work at it quietly until they get what they believe to be a sound solution based on the facts and figures. They do not debate excepting in the way of clearing up their own difficulties, getting the thing down to a point where all see it and agree that that is the way it is and having decided at first that if they found the real truth about a thing than they would have the courage to say so whichever side it seemed to object and both sides work to carry out what they had found to be the sensible and true way.

Now as to the technique of getting things done in the world. How infantly superior this is to the technique which has prevailed, still does prevail, in a great deal of industry, where each side ^{maneuvers} for a position, each side regardless of fact gets the better of the other if he can and crows over his result. Why, it is not at all a game of science based on facts but a game of wit, a game quite as immoral as stock market juggling with the best science in it.

Think what it might be in Washington if we had applied that method to the working out of the belated program of economy. If the groups which are charged with making a tax program had worked in common, in joint research, in their committees until they had gotten something which at every point seemed to them sound and which they were to agree - democrats and republicans -

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Senate - House and Treasury - was a fair thing to put before the country. It would have taken more time you say. At the start - yes. And what would it have saved? For what happens in this tax program? What has happened was that Mr. Goodell had gone into Naumkeag at the invitation of a labor union. (Local #33 of the United Textile Workers) That once there he had organized a body made up of representatives of the management and of the workers. And the two groups had settled down to study the situation, both sides adopted joint research in its studies and its findings. And it did this even under the disturbance that running on short time always detains them.

Mr. Goodell notes as significant that the workers always selected the leaders although several times they decided on things which were contrary to long standing traditions. What better model could the gentlemen in Washington have when they have a hard problem on hand.

Probably the difficulty in Washington would be the finding of a trained tax expert that they would be willing to trust and accept his decision. Mr. Goodell remarks in discussing the case at Naumkeag that it is very important that the technician holding his place should be a professional man and not one that was seeking office either in the plant or in the union. But what would you do with such a one in Washington? Where could you find one in Washington that was not seeking office on one side or another of the party. That is, not scientific adjustment of economic

questions ~~that~~ like this which has superseded political management of the shop at Naumkeag that we seem to be able to get in Washington. Always the political need takes precedent of the peoples needs.

"It is - or so it seems to the writer - the best sort of good tidings that such a method of job setting, internally controlled, is yielding a handsome profit to the company and better wages and working conditions to the operators. It is one of the triumphs of the democratic principle to which far sighted Americans have since colonial times set their hands to establish in this new world." (Goodell's article - Page 4)