

PROPOSITIONS OF EMPLOYERS

(No Similar Propositions by Labor Group)

1. Production. The industrial organization as a productive agency is an association of management, capital and labor voluntarily established for economic production through cooperative effort. It is the function of management to coordinate and direct capital and labor for the joint benefit of all parties concerned and in the interest of the consumer and of the community. No employment relation can be satisfactory or fulfill its functions for the common good, which does not encourage and require management and men to recognize a joint as well as an individual obligation to improve and increase the quantity and quality of production to as great an extent as possible, consistent with the health and well-being of the workers.

There should be no intentional restriction of productive effort or output by either the employer or the employee to create an artificial scarcity of the product or of labor in order to increase prices or wages; nor should there be any waste of the productive capacity of industry through the employment of unnecessary labor or inefficient management.

It is the duty of management on the farms and in industry and commerce, as far as possible, to procure the capital necessary for the increased production that is required, and of both management and labor to cooperate to promote the use of capital in the most efficient fashion.

2. The Establishment as a Productive Unit. Recognizing the cooperative relationship between management and men essential to productive efficiency as a prerequisite for national and individual well-being, the establishment rather than

the industry as a whole or any branch of it should, as far as practicable, be considered as the unit of production and of mutual interest on the part of employer and employee. Here, by experimentation and adaptation, should be worked out and set up satisfactory means for cooperative relations in the operation of the establishment, with due regard to local factors.....

3. Conditions of work. It is the duty of management to make certain that the conditions under which work is carried on are as safe and as satisfactory to the workers as the nature of the business reasonably permits. Every effort should be made to maintain steady employment of the workers both on their account and to increase efficiency. Each establishment should study carefully the causes of unemployment and individually and in cooperation with other establishments in the same and other industries should endeavor to determine and to maintain conditions and business methods which will result in the greatest possible stability in the employment relation.

4. Wages. While the law of supply and demand must inevitably play a large part in determining the wages in any industry or in any establishment at any particular time, other conditions must be taken into account such as the efficiency of the worker and the wage standard of the industry in the locality. The wage should be so adjusted as to promote the maximum incentive consistent with health and well-being and the full exercise of individual skill and effort.....

Many plans are now under consideration for adding to the fixed wage of the worker such, for example, as bonus payments, profit sharing and stock ownership. All such plans should be carefully studied in each establishment. It may well be that in many instances the employer and the employee could work out an

arrangement of such a character to their mutual advantage.

In order that the worker may in his own and the general interest develop his full earning capacity and command his maximum wage, it should be a primary concern of management to assist him to secure employment suited to his abilities, to furnish him incentive and opportunity for improvement, to provide proper safeguards for his health and safety, and to aid him to increase the value of his productive effort

11. The Right to Strike or Lockout. In the statement of the principle that should govern as to the right to strike or lockout, a sharp distinction should be drawn between the employment relations in the field (a) of the private industry, (b) of the public utility service, and (c) of Government employment, Federal State, or municipal. In all three there are common rights and obligations, but, insofar as the right to strike or lockout is concerned, the nature of the Government service and public utility operations requires that they should be considered from a somewhat different point of view than private industry.

In private industry the strike or the lockout is to be deplored, but the right to strike or lockout should not be denied as an ultimate resort after all possible means of adjustment have been exhausted. Both employers and employees should recognize the seriousness of such action and should be held to a high responsibility for the same.

The statement that the right to strike or lockout should not be denied, does not cover the matter of the sympathetic strike or lockout, where for mere purposes of coercion there is a combination deliberately inflicting injury upon parties against whom the assailants have no grievance, for the purpose of accomplishing an ulterior result. The sympathetic strike is indefensible, anti-social and immoral. The same may be said of the blacklist, the boycott, and also of the

sympathetic lookout.

In public utility service the public interest and welfare must be the paramount and controlling consideration. Modern social life demands the uninterrupted and unimpaired operation of such service, upon which individuals and communities are as dependent as is human life on the uninterrupted circulation of the blood. The State should, therefore, impose such regulations as will assure continuous operation, at the same time providing adequate means for the prompt hearing and adjustment of complaints and disputes.

In Government employment the orderly and continuous administration of governmental activities is imperative. A strike of Government employees is an attempt to prevent the operation of government until the demands of such employees are granted, and cannot be tolerated. No public servant can obey two masters; he cannot divide his allegiance between the Government which he serves and a private organization which, under any circumstances, might obligate him to suspend his duties, or agree to assist him morally or financially if he does. Social self-defense demands that no combination to prevent the operation of government be permitted. The right of Government employees to be heard and to secure just redress should be amply safeguarded.

12. Training. Practical plans should be inaugurated in industry and outside of it for the training and upgrading of industrial workers, their proper placement in industry, the adoption and adaptation of apprenticeship systems, the extension of vocational education and such other adjustments of our educational system to the needs of industry as will prepare the worker for more effective and profitable service to society and to himself.

The foregoing is limited to a statement of principles. Only casual reference has been made to methods by which such principles may be carried into effect. The problems are so serious and difficult that such methods must be worked out by the individual establishments in conjunction with their employees and by industry as a whole.
