

IL The Corporation's Search

Henry Ford's visit early last December to Walter Reuther, president of the United Automobile Workers Union, may be a portent of future much-hoped-for-labor-

his labors.

the workers.

and company-owned housing-

with the design to make the

worker find more interest in

From the beginning these

welfare ventures did not pro-

vide that say so for the worker

which he wanted. They were

quickly labelled "paternalistic"

and with much good reason.

When the government found it

essential to take upon a large

scale health protection, acci-

dent prevention and the like.

the appeal of the employers'

schemes also seemed to dwin-

"Sesame" which could open the

door to permanent links with

Scientife management was

tried next. Dr. Frederick W.

Taylor made it a sort of battle-

cry when he "demonstrated" in

the Spanish American War pe-

riod that a 128-pound Pennsyl-

vanla Dutchman, by handling

certain steel ingots according

to certain prescribed motions,

could do more by far than men

of apparently greater strength.

Thus arose that extensive at-

tempt to apply technology to

human organization. Through

time and motion studies, incen-

tive pay plans, elimination of

all "false movements," the best

way of producing large output

would be devised and in the

quickest time. Scientific man-

agement, born in America's

mass production industries has

grown apace in a steel mill,

auto plant and rubber-produ-

cing centers. There are those

who claim that it has had a

tremendous lot to do with the amazing American productive

record -both -in- World War -I

There is no doubt, neverthe-

less, that it did not create

that communicati n line with

the workers which the corpor-

ation neded. Often it created

new frictions. It was elleged to

be a device to increase speed-

up and stretch-up, and as it

was frequently applied it did

WHEN WORLD WAR I

broke upon America, it became

evident that wider cooperation

of the workers in the produc-

tive machine was urgent. Pres-

ident Woodrow Wilson signal-

ized this understanding by ap-

pearing in person before the

Buffalo convention of the Amer-

ican Federation of Labor. The

corporations saw that some-

thing more than scientific man

agement was required. There-

upon personnel management

first came into the picture on a

big scale, endeavoing to com-

bine the "best features" of wel-

fare work and scientific man-

agement. The United States

Government cooperated in

speeding this process along by

setting up special means to

Although the career of per-

sonnel departments on the

whole has been checkered -

train personnel managers.

NEW YORK STATE

"WINE THAT IS WINE"

G-Neh-Da Vineyard

ar I Word War II.

just that.

"Welfare" was not the

management cooperation on an ethical basis. Such an achievement-with its establishment of far-reaching labor-management councils is actually ahead of our story. What Ford's act does again emphasize immediately is the search by the corporation managements for the ways and means to establish a channel of communication with

THIS HAS BEEN a long search and sometimes not a happy one. Why has the corporation had so inuch trouble in this respect? This is due in large part to the character of the corporation itself. Of late years there has been a tremendous growth in concentration of economic power within the giants which have been produced by modern large-scale men run such colossal undertakings as the four shuge tobacco companies, the aluminum trust, the Americant Telephone and Telegraph Conipany and many other like undertakings.

With that development has gone separation of ownership from control, so that management domination of the great corporation is becoming the order of the day. Accompanying this reign of management -which has induced the General Motors Corporation to try for "decentralization of management" with a sort of competition between zones or plants there has arisen more and more an impersonal relationship between management and the working forces. The comradely "rubbing of shoulders" of the medieval guildsman and his apprentice is impossible in our corporation-controlled industrial pl nts. Even the rather close relationship of employer and employe which characterized the America of before the Civil War is now out of the

Corporation management at 1 first was blind to the consequences created by this chasm between it and the working . But when labor furnover began to mount, when labor grievances began to when complaints arose that the workers no longer cared for tools or machines. management was compelled to wake up. What was wrong?

"WELFARE WORK" seemed to give hope for a change, and this was adopted by many employers beginning. with those .. in Great Britain Under company auspices, employe training was carried on to give men hope of promotion That might provide an incentive to better production. Occupational disease having clearly become a sore spot, health measures were taken in part at least by many concerns. That would inspire the worker to better effort. Many other things were thought up-sports and accident prevention, savings funds

many corporations dispensing with them during the depression—they have helped by and large to stabilize labor-management relationships. . A considerable number of corporations cannot do without them. And the well-developed personnel denartment embraces divisions which cover respectively employment, safety and sanitation. education and employe training, general welfare activities and some form of "reaching

Properly directed, the personnel department should be. charged with the coordination of all measures and policies affecting employment relations. The proper recruitment and selection of workers, the construction of an effective system of transfer and promotion, the stimulation of interest in job and enterprise, the conduct of health and safety campaigns are instances of the vital activities centered in any well-de-

veloped personnel office. At every stage of these varied endeavors the personnel management finds itself confronted with the urgency for "joint cooperation through committees of management and men." It will be haunted by the need for a communication channel with the workers. And that, it will discover, will not be easy to uncover.

HENCE, THE corporations turned from personnel management to "employee representation," or rather in many instances tried the two together. By means of committees elected in the plants on strictly nonunion bases, and sometimes with elaborate plans in print; the corporation managers thought that the would thus get an insight into the mind of the workers. They were grossly deceived in this expectation

The "employe representation" plans soon were dubbed "company unions." From the first big scheme, in the Rockefellerruled Colorado Fuel and Iron Co., to the other large enterprises of this kind in Bethlehem Steel Standard Oil and like corporations, the workers' expression was not considered free. Dr. John A. Beatification



States. (NC Photes)

Lapp, who served so extensivesaid that the employe representation plans did slow up the foremen. But in general they failed as means for the workers to voice their grievances.

That agency had to be created by the "legitimate unions' and to rest upon collective bar-

NEXT WEEK: "Those Bugaboos-Labor Grievances." when employers initiated safetv measures and health proerams method factories the workers were skeptical. Budenz tells why. Copyright, 1948, by Gourier-Journal

A Look at Labor_ Union in Wall Street

By A. C. Tuchy.

Wall Street presents an interesting study of collective bargaining in its infant stages. The United Financial Employees-A.F.L. have been threatening a strike against some of the exchanges and brokerage houses. The UFE

on Wall Street. ind financial ly white-collar workers. The interesting feature of their employment is that many of them have worked for the same firm for a long time. That so many of these "elite" workers should be interested in trade unionism comes as a shock to the employers.

claims a membership of 5,000

THE ISSUES in dispute are twofold: More money and union security. The union claims that the wages of Wall Street workers has not kept pace with the rising cost of living. Furthermore, the union asserts that the income of the employees frequently is not consistent with their long years with the companies. Finally, salaries have not increased proportionately with the profits made by some of these houses.

The union security issue. however, seems to be paramount. The UFE wants the exchanges to grant the union shop. This means that it wants all the worke's to join the union. On this point the financial houses are adamant. Theywill not agree to the union

It is always true, of course,

that power is more important than money. The banking houses may be willing to sur render some of their money, but they refuse to give up some of their power over the workers. They resent unionism, just as employers in the manufacturing trades resented it before them. They argue as other employers have argued: Wall Street is different. The business of selling stocks and bonds, floating loans, speculating, is different from other businesses. It is highly unstable. In good times a great deal of money is made. The workers profit from this prosperity. In bad times a great deal is lost. The e-ployers must resign themselves to taking the bad as well. Unionism will only put Wall Street in a

The lot of white collar workers all over the world at this time is unfortunate. More than anyone else 'they have

suffered from the high cost of living. Not only in the United States but in other countries Employees of these banking ' as well In France, for example all the workers are poor. But the office workers, the government clerks, are poorer than anyone else. The reason for the greater poverty of the while collar workers in France is that, like those in the U.S., they are frequently deprived of the benefit of a union. The French syndicates (unions) have been able to do something for the industrial workers. The office worker has had to fight his battle alone

A STRIKE on Wall Stree at this time would be unfortunate. The union does not want a strike. The employees do not want a strike. The exchanges and brokerage houses do not want a strike. Bu, a strike may result from the failure of the employers and union to reach some agreement.

The Scafarers International Union is supposed to be ready to come to the aid of the UFE should a strike occur. But the SIU will not continue its aid should the strike sottle down to be a long one. By it self, the UFE cannot conduct a long strike. It lacks the manpower and the money. It may be the better part of

wisdom for the LFE to do everything at can to avoid a strike at this time. An unsuccessful strike would retard the growth of unionism on Wall Street for twen-y y ira Wall years. What the UFE fails to get this year, it may get next year Let us hope so. The UFE is a good union. Its lead ers are fine honest men. Wall Street needs the UFE. At least, the employees on Wall

Body of Exiled Prelate Home

Gustemala City -(NC)- A crowd of 80,000 gathered at National Airport here to mark the return to Gustemala of

was banished by Gen. Jose aria Orellana 11 months ignisconal nalace was entered by force, A soldler who dared kiss the Archbishop's ring was subjected to cruel treatment and imprisonment.

The Coming Russian Terror

Brother Benildus, a Brother of the Christian Schools, whose beatification will take place in St. Peter's Basilica on Sunday, April 4. Born in Thurst, France. he died in 1862, after serving the cause of Catholic education for 20 years. This year marks the centenary of the Christian Brothers schools in the United

ly as a labor arbitrator, has petty tyrannies of autocratic

better than they have ever been. I talked to your Gen. Anders the other day and he seems to entertain the hope that after the defeat of the Germans the Russians then will be beaten.

munists.

"This is crazy... You cannot defeat the Russians! I beg of support of some of the Poles? Think what you will gain in return. The British Ambassador will be with you. The Amerthe world."

I shook my head and it in politics." furiated him.

ing to wreck the peace of Eu. son's party is behind him." rope. In your obstinacy you do STALIN LOOKED at me as if ty five million lives will be lost!" London

heran." I said. he shouted

"I am not a person whose patriotism is diluted enough to force me to give away half of then blamed my Government's my country," I replied.

frontier you are out of business cailous division of Poland, I wirforever," Churchill cried. "The ed Roosevelt: Russians will sweep through the verge of annihilation . . of you if you go on arguing."

Anthony Eden smoothed mat ters for a moment, but Chur chill came back strongly

"If you accept the frontier the U.S. A. will take a great interest in the rehabilitation of, Poland and may grant you a big loan, possibly without interest. As for ourselves, we shall be poor after this war . . . You are bound to accept the decision of the Great Powers."

It seemed the proper time to remind him again of Poland's shocking losses in the fight against the Germans, and the better treatment being according such enemies as Italy and Romania. But he dismissed this argument.

"You are no Government," the remains of the Most Rev. | Churchill said. "You are callous people who want to wreck Euown troubles. You have no sense of responsibility when you want to whose sufferings you are inmiserable, petty, selfish interests in mind.

> It will be the Government. This part to wreck, by your 'Liberum' Veto,' agreement between the It is cowardice on your

I EESENTED everything he said and told him so.

By Stanislaw Mikolajezyk

Churchill, Roosevelt Refused to Oppose Stalin on Split of Poland at Curzon Line

(Former Prime Minister of Poland and President of the Polish put on us to recognize the Cur ish state with the unmanimized - Peasant Party)

INSTALLMENT 10

(Editor's Note: In this week's installment Stanislaw Mikelajczyk reveals how he battled furiously with Churchill against the latter's insistence that Poland accept the Curzon Line at its Russian boundary and how his resignation followed Roosevelt's of the Allies and the future agreement on this subject include refusal to help the Poles block Soviet seizure of their land.)

In view of what has subsequently happened in Poland, my efforts in Moscow in 1944 to save our land and sovereign- chill to permit us to retain at reached between the Polish Sov ty, which had been imperiled by the secret agreements of Teheran, take on considerable

Churchill and Roosevelt had "I once asked you for permis But my efforts were in vain, yielded completely to the desion to parachute into Warsaw mands of Stalin in regard to Po- and rejoin the Underground that cision, I would like to know your guarantee of any specific from land. They had agreed to split is at this very hour fighting the attitude," Poland, an ally, with the Curzon Germans, while the Red Army Poland, an ally, with the Curzon Germans, while the Red Army Line. Each had made a number sits in the suburbs and refuses reply from the President. He will used that this company of notable statements about retained to help. You refused to give me was involved in his campaign examined, in accordance with for a fourth term. But I needed traditional policy, caused give. gained by aggression, and con-again. tinued to do so even after Teheran. But Stalin's will prevailed.

significance.

"Because I prefer to die, fighting for the independence of my party to this deal, at Moscow in later, by, the, Russians, in full country, rather than be hanged October 1944, Churchill Geame very angry at mc. In a 2 - of conferences, aimed at solva-I ASKED to see Stalin alone issue, he demanded that I ag.

to the new Eastern frontier be before I left Moscow. I still tween Russia and Poland, accept hoped I might appeal to him to a verbal promise of future gains relent in his outrageous demands. of land from Germany and at "I cannot and will not do this "the case for as the Coler River in and as for as practicable will similar promise about the future he said. political independence of what! It was useless to remind him would be left of Poland.

of such historic promises as he HE BLAMED me for not apsubscribed to in endorsing the peasing the Russians early in Atlantic Charter, so I quoted 1944, when there was a hint that Lenin to him. Lenin had dethe Big Three had decided to nounced the partition of Poland split our country, and he said by Czarist Russia, but Stalin scoffed at this and said Poland that because of my stubborn refusal at that time I had provok- was fortunate that he was not ed Stalin into setting up the asking for more. I asked him if he intended to Lublin Committee of Polish Com-

"Why?" Churchill asked.

make Poland a Communist state Treminded him of the Atlantic salar cheman

"No," he said. "Absolutely mo. Charter and the other pacts and promises made to such states as Communism does not fit the Poles. They are too individual-"I shall tell Pagliament that istic, too nationalistic. Poland's problems you are facing in your ers immediately after the Red Churchill flatly declared. "Our on private enterprise and Poland endeavors to bring about an army and the Poland on private enterprise and Poland endeavors to bring about an army and the Poland by pro-He saw my surprise.

"There is no middle system," he explained, after a bit. "Capitalism can assume many forms, have many different controls. But what is not Communism is Capitalism." "Will you order the Commun-

you to settle upon the frontier ist Party in Poland not to seek a question. Suppose you lose the revolution after the war?" I sale war settlement in Europe, I fully "We leave too, that Britain and revolution after the war?" I ask realize your urgent desire to re- the U. S. were in no mood to

"Poland will not be disturbed by the least possible delay, There-completely isolated. And the icans will send an Ambassador ideological strife. But there are fore I am giving below in broad ing all these things into considthe greatest military power in certain people—both left and outline the general position of eration, Tresigned as Prime Min-the world." right we cannot allow in Polish this Government in the hope that later on November 24, 1944. "But Marshal," I protested, you in your difficult task,

"Then I wash my hands of "one cannot dictate who shall this," he said. "We are not go not be in public life if the per-

not see what is at stake. It is I were indeed a lunatic, and not in Triendship that we shall abruptly ended the conterence. We shall tell the world And once again I went back how unreasonable you are. You, empty handed to what was left will start a war in which twen of the Polish Government in

"You settled our fate at Te, There remained the hope, President Roosevelt. After hope, President Roosevelt. After "Poland was saved at Teheran." Winston Churchill told the House of Commons that "Important progress was made toward a solution of the Polish question" which was not the truth-and difficulties on the fact that we "UNLESS YOU accept the would not accept the Big Three's

"Mr President," I wrote, "you your country and your people probably have heard of the rewill be liquidated. You are on cent thansactions at Moscow from Ambassador Harriman, and We will become sick and tired you know of the great pressure

between Poland and Russia. "I think I have shown how diligently I have tried to reach they see til.

"Mr. Prime Minister," I said, that hever belonged to Russia.

"Before I make my final de-

I did not look for an early Underground the demands being made upon us and to attempt to revive our fading relations

maintained the following views on the Polish question:

1 Britain favored advancing offices the United States Gov Poland's postwar Western fron- ernment will raise no objection 2.-Britain was prepared to

guarantee the independence and N. guarantees. 3.—Britain would support our the Polish state.

manifold plans for post-war Po-land if we agreed to yield to Rus-

Roosevelt, after the latter's elec- Warney. tion, incorporating answers to both notes I sent to him.

of the Polish-Soviet difficulties tests to Moscow were being is which you raised in your mes-

ferred to postpone the entire tion whose permanence or imper ceive some indication of their "I will order that," he said. United States Government with Government would woon become

zon Line as the future frontier right of the Polish people to order their internal existence as

a Polish-Russian agreement, and "2-In regard to the future how I wish to serve the cause frontiers of Foland, it a municipal "I tried to persuade Marshal ing the proposed compensation Stalin and Prime Minister Chur. for Poland from Germany is least the Lwow ares, with its let and British Governments this oll and potash, for it is a region Government would offer no so jection.

In so far as the United States tiers in concerned I am sure you the time, too, to clarify for our guarantee for any specific from

"3.—If the Polish Government with Prime Minister Churchill, and people desire in connection THROUGH SIR Alexander Cad- with the new transfers of the view of the British Ambasza- ogan, we were informed on No polish state to bring about the vember 2, 1944, that Britain now transfer to and from the territory of Poland of national minfacilitate such transfer.

"4.-The United States Gov integrity of the new Poland in schment is prepared, subject to a joint declaration with Russia, legislative authority to assist in pending the establishment of U: war economic reconstruction of

"Very alnormly yours "FRANKLIN D. ROOSEVELT." sinn pressure and adopt the I strawnren the British and Curzon Line as our Eastern American notes to the Ballah frontier.

Ambassador Harriman brought radio to the despersis man who

The NKVD was continuing to "I have constantly in mind the souts Polish underground flam and particularly the questions noved. My government sould which you raised in your mest not agree to accept the Big sage of October 26," Roosevelt Three's division of Poland, nor would they accept my auggestion "WHILE I would have per for a temperary line of demarcaquestion of this Government's manence would be decided at the

back our demands. The London

it may be of some assistance to '(Next week: Yalis, the ar you in your difficult task.

"I.—The United States Government stands unequivocally for a strong, free and independent Pol-ment."

Tests of Polick underground independent for ment.

NATIONAL PILGRIMAGE

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