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SUPERVISION IN OUR DEMOCRACY
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SUPERVISION IN OUR DEMOCRACY

The problems of supervision in industrial plants have changed substantially during the past three years. Let us briefly consider some of the major changes. First is the fact that whereas the relationship was formerly one of employer and employee, it is now a complex relationship of four or more factors, i.e. 1. employer, 2. employee, 3. union, 4. N.L.P.B.

While America was growing, plant engineering was the major problem. Today, however, personnel and supervision problems are the key to industry's major headaches.

Employees formerly had freedom of association, could move from one plant to another, wherever better jobs were to be found, and could be promoted immediately upon recognition of merit. Employees could receive variations in rates depending upon ability, productiveness and other factors. Now it is impossible for employees to obtain these benefits in many plants.

Due to the introduction of seniority systems, employees are virtually slaves - and cannot leave one plant or find employment in another plant readily. As was aptly expressed by a spokesman for a large automobile concern in speaking to their employees about a contract they had signed, he said "You asked for it. Now you have it. For better or for worse, you are married to this corporation and there is nothing that any of you can do about its terms individually, as long as this contract is in force."

This condition is peculiarly true of workers who are organized under the vertical type of union. While the seniority system in the craft unions has many disadvantages as well as advantages, in effect it does not create the tremendous rigidity in industrial organization that is created by seniority systems under vertical unions.

Thus, we see the first of the effects of so-called liberal policies which have effectively wedged workers in many plants into a system comparable to a rigid straight-jacket. This rigidity now extends through 3,000,000 workers employed in closed shops and deprives those workers of rights formerly considered part of their constitutional guarantees of freedom of action. The net effect of the combination of all of the factors of rigidity is to reduce the industrial relations practices to slavery in not only all closed shop plants, but in fact, all plants covered by union contracts in which seniority is established by contract, thus adding many millions to the number of individuals deprived of their natural rights of freedom of employment.

Now, this rigidity is further extended by the following systems

1. The shop steward system, which establishes the practice of requiring workers to conform to the policy not only of the employer, but also of the union. In typical cases this merely doubles the odds against every worker's chance to improve his own social and economic position.
2. The check-off and dues system - this requires a financial consideration for the holding of jobs by workers. In other words, workers who will not pay to keep their jobs, have no economic source of livelihood. This too takes away a natural constitutional right of the worker.
3. The rule of force rather than voluntary cooperation. In many localities, flying squads of coercionists are employed by labor organizations to enforce headquarters decisions. The rigid system cannot be maintained without employment of force to prevent dissent from unpopular decisions.

General Effects.

Now, therefore, let us consider the problems created by the introduction of this system in typical large plants. What new problem has this development of rigidity created, which did not exist formerly?

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| Formerly | Employers possessed the right of freedom in selection of personnel. They now possess the limited right of employing only the personnel they are required to employ by the union. |
| Formerly | Employers possessed the right to direct all the operations and work of their employees. Employers now possess the right to direct the operation of their employees only within the limits, whatever they are, established by the union. |
| Formerly | Supervision in the factory was carried on exclusively by the employers supervisory staff. Supervision is now carried on by the adjustment of methods suggested by the employers supervisory staff with the methods desired by the shop steward system, a duplicate and parallel supervisory staff. |
| Formerly | Employers had the exclusive right to determine the rate of production. The determination of the rate of production is now jointly determined by the union and the employer, in many cases, but also in others is determined by what the union exclusively will permit their men to perform. |

Formerly Employers exclusively determined the types of equipment the workers would use in the plant. The selection of types of equipment is now partially in some instances, and absolutely in other instances, determined by the union.

Formerly Employers had sole control over the opening or closing of the manufacturing plant. The union now determines when the factory shall operate in many cases.

Formerly Employers could install or remove their tools, machinery and products from their plants at will. Now the union often determines that the employer does not have this right.

Formerly Employers could determine where their plant would be located. Now in many cases, employers are legally prevented from moving their plant and operations are restricted to one individual location.

Formerly Employers could discharge incapable, inefficient or troublesome employes at will. Now they can only discharge such employes when the union agrees to the discharge.

Formerly Employers were able to establish their unit net cost of production. Now the union oftens determines this unit cost by setting both production rates and wages arbitrarily.

Formerly Employers were able to determine the control of shipments into and from their factories. Now it has been established in typical cases that this control too, is legally in the hands of the union, extending so far as to even prevent the shipment of jigs, dies, tools fixtures, castings and parts essential to national defense.

In brief, the legal precedents have been established so that the private manufacturer no longer has sole control over

- A. Where his products are made
- B. How they are made
- C. Who makes them
- D. How rapidly they are produced
- E. What tools are used to make them
- F. What rates are paid for making them
- G. What sources of supply he patronizes

This certainly requires our thoughtful attention, therefore, because it is entirely possible that the new conditions of manufacturing may have some effect upon the efficiency and effectiveness with which industrial plants can manufacture products in time of an emergency.

Therefore, let us consider the methods which have been used by organized groups to use their control over production to interfere with the normal discipline of industrial production. What new enforcement weapons have been developed which destroy discipline in the plant?

The following general types have been observed;

1. The slow-down
2. The sit-down
3. Systematic falsification
4. Coercion
5. Boycotts of products not made by union labor
6. Picketing
7. Deliberate destruction of products (Example--milk-Strikes)
8. Sabotage of machinery
9. Sabotage of Products
10. Skipping essential operations in production, assembly or inspection.
11. Interference with transportation
12. The walk-out

These in general are the principal methods used to force manufacturers to yield to the demands of the organized groups. These facts would not be so alarming in their significance if it were not for the fact that there are reasons to believe that certain organizations have dual objectives in their activities, due to their domination by subversive organizations which have bared from within.

Such groups may use the above enumerated weapons for one announced or avowed purpose, but actually for some concealed subversive purpose. The subversive purposes may not be generally known, but can be attained because under the mass form of organization of labor the production of the group is peculiarly susceptible to the rule or ruin policies of minorities. As few as seven men can stop line production in large plants operating under the line production system, for example.

Now the subversive purpose also receives the protection of the laws. Such statutes as the Wagner Act operate to equally protect the subversive groups, so long as their avowed purpose remains within the legal concepts of the statute although this concealed purpose may

be patently illegal. Indeed, these privileges extend beyond the law because administrative officers can heavily weight the balance of scales against efficient production by giving the weight of administrative authority to the defense of the acts of those who are not expressly defying the law. In fact in some instances, the weight of administrative authority has been used to support those who actually broke the law.

Now therefore, we find industrial production, for the first time in large scale industry in America, actually dominated by organized group control other than owners and employers. This control extends so far that in typical examples, the organized group actually determines the production rate, the transportation, and the use of even government property. It is this setting up of organized labor group authority above the power of government which is to be criticized in a democracy. Since the organized labor group power frequently is exerted along lines which can only be compared to dictatorship, the nation is literally feeding a monster, and assisting its growth, while it already has shown evidence that it considers itself even beyond the authority of the laws of property rights of the duly elected government of the people.

This situation is made even more hopeless by that fact that if some emergency should arise, it is impossible for industrial management to guarantee that it will maintain discipline, if there is organized opposition. For example, if organized opposition should elect to follow policies parallel to some foreign ideology, there is absolutely no legal remedy in the hands of management today to even protect the products which are being manufactured for national defense purposes so long as we are at peace. Only in actual wartime would adequate controls become effective, yet even then, the dangerous threat of this organized technique promises to be a most serious matter.

It is my considered opinion that immediate reform is required along the following lines, in the interest of assisting immediate preparedness.

1. Disestablish all industrial seniority systems and return to merit systems.
2. Prevent organized exploitation of relief funds used to finance obstruction of industrial production.
3. Re-establish the authority of the management in industrial plants in maintaining order, discipline and responsibility for uninterrupted transportation of tools and products.

4. Establish penalties for subversive actions which interfere with production.

5. Disassociate all labor organization activities by law from pressure group national politics.

6. Create penalties for interference with interstate commerce by organized groups.

7. Create penalties for interstate conspiracies to interfere with production.

But more must be done. Installing adequate management policies is also necessary.

After a careful review of practices in the field - it seems to me that the following conditions for maintaining progress should be regarded as desirable

1. Protect the right of any independent workers to receive the same rights or wages and working conditions as those enjoyed by union members - do not permit the closed shop - and defend the right of management to increase wages in proportion to productivity, accuracy and efficiency. In other words, the collective agreement cannot be permitted to substitute for the production of value - and any agreement which does not assure the output of value is not a fair agreement because it violates the principles of equity. This, coupled with some general guarantee or productivity - would give union contracts a leg to stand on which they need - a basis for fair exchange which does not exist in present agreements.

2. In the interest of industrial progress and development, another cardinal point must be adopted - that is the principle that no collective agreement shall be permitted to interfere with the use of any new process, new machinery, new material or new technical method which may be desirable. Now this freedom for enterprise is essential to progress. Otherwise, industrial methods in America will soon fall back to levels below those employed elsewhere in the world and this nation will be outstripped in the race for industrial production.

Now granting that these two conditions are accepted, the way is then opened for actually developing democratic methods within labor organizations themselves. These should consist of the following

1. Organization of the local unions by shop units rather than by industry wide units.

2. Establishment of a basic wage with an escalator clause which can work both upward in good times and downward in poor times.

3. Re-establishment of incentive systems for bonus payments, over and above the basic wage.

4. Elimination of restrictions upon new members in labor groups.

5. Elimination of excessive membership dues and fees and assessments for political purposes for labor group members.

6. Elimination of the use of goon squads and coercion and anti-capitalist propaganda against employers.

7. Election of shop unit officers by shop members and elimination of appointment of officers by representatives of the international union.

8. Agreement to cooperate with foremen and supervisory forces to maintain continuous production - and imposition of penalties for interruption of production during the life of the signed contract.

9. Agreement to permit supervisory forces to contact with and work directly with union members at all times without interference by shop steward - thus eliminating hold-ups due to delays in settling petty grievances.

Now acceptance of these principles would balance up in fairness the unbalanced situation created by existing methods. There is no reason why establishment of successful labor relations methods should be delayed as long as this country is still struggling for industrial recovery. With the conditions accepted above - I would recommend an even more vigorous program of improved management practices labor relations than has existed up to the present time. However, it must be remembered that these suggestions are all based upon the premise that the above conditions will apply in the shop

1. Executives should be open for consultation by any employees at regular hours.

2. There should be more public recognition of merit among employees.

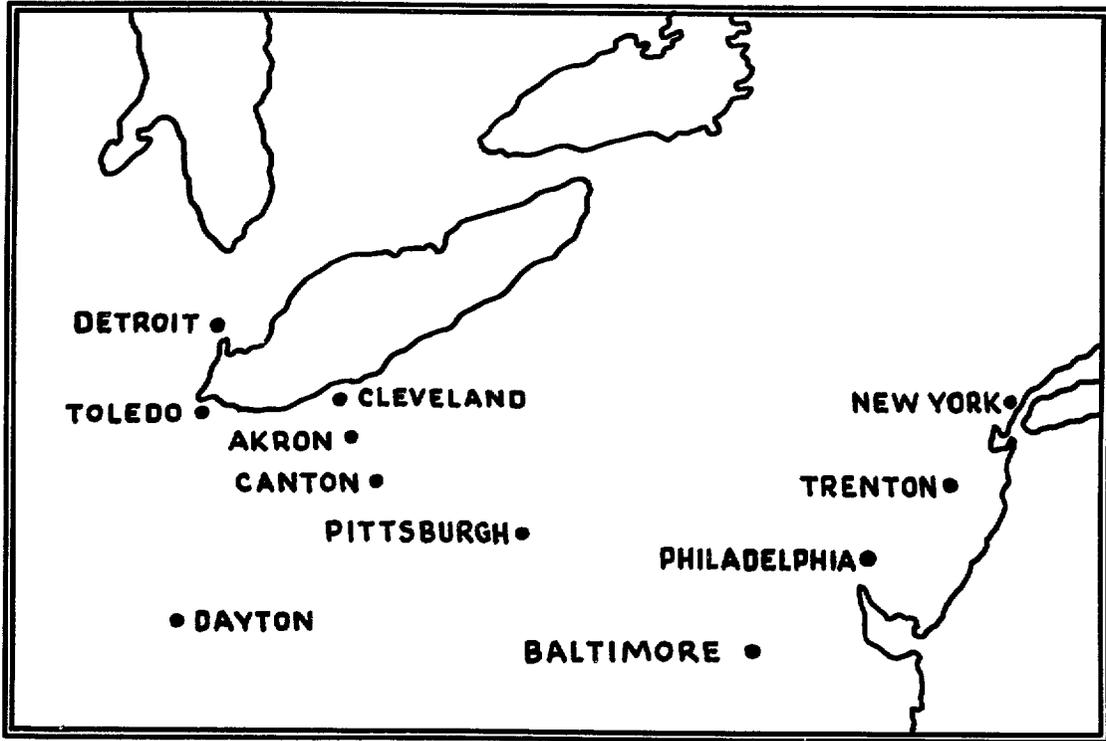
3. A rational program of systematic division of industrial profits should be employed, by which all employees participate to some extent in annual profits.

4. As far as possible, work schedules should be arranged to provide an assured annual wage instead of questionable work periods. =

5. Representatives of workers should be invited to participate in management council meetings and should report on affairs of the company to other employees regularly.

It is my firm conviction that a program of this character would be most liberal in its effects and would provide a basis for rational progress in labor relations along most democratic lines.

PLANTS COVERED in SURVEY PREPARING FOR THIS PRESENTATION



SLOW DOWN!
THAT'S THE WAY
TO GET AHEAD!



THE LATEST VERSION OF THE SUCCESS STORY!
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H. W. Barclay
or: Mill + Factory

Oct. 21 1939
Munets N.Y

Dear Sen:

Have just read your "Will Labor Show
our Jews" and Mr O'Leary's "Reform the Reforms"
few gentlemen are fine spokesmen for the
organizations you represent. Mr O'Leary speaks of
the rapid imposition of laws and regulations diametrically
opposed to our business philosophy. That is truly the
language and the "business philosophy" is that
of the "Nat. Ass. of Manufacturers" and "National
Chamber of Commerce". These two organizations
represent a real menace to American Democracy.
Just how far would you American Yobblers go
if given the absolute freedom of restrictions that
you so fervently plead for. In 1936 the New Deal
went before the people of this nation. You folks
used every means at your command to persuade
the electorate. You had absolute control of the press.
You had the bulletin boards of in the plants of the
nation. You pleaded, lied, cheated, coerced, intimidated
and bought. What was the result of the election
and what has been the reaction of you suckers

of special privilege. Now you deny the will of that vast majority. You refuse to abide by a democratic decision of the nation. Mr O'Leary says that the 76th congress has missed the opportunity to repeal the National Labor Relations Act, the Wage Standards Act etc. Why should these acts be repealed? They are the result of your absolute and unrestricted control of our government for many years (1920-1932). You ask for Free Enterprise you mean free to plunder, rob & exploit the natural and human resources of this great nation. You speak glibly of the menace of Foreign Jews. You are simply not honest you men are afraid of organized labor and believe me you have a right to be. You are afraid organized labor will run your plants. If you refuse to run them according to regulations laid down by a representative form of government then it will be imperative for the people to take them over. That is not a Foreign Jew but rather common sense. We may starve ourselves but we do not intend to be starved by the dictates of N. M. A or the Nat. C. C. There is a Foreign Jew that

Fits your philosophy to a T. I know you
like it. It is Fascism of which you make no
mention in your article.

In the meantime there are duly elected labor
leaders such as myself who are educating millions
of workers in this country. They are fast learning
to hate you and your kind

Bless D Turner, Pres.
T.W.U.A Local 129

Copy to Mr O'Leary

NEEDY STRIKERS SHOULD GET ON WELFARE!

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(1) SPOT YOUR WELFARE STATION.

Don't wait until you are down to your very last resources. Needy strikers should immediately apply for welfare aid. Spot your nearest welfare station. Before you go to the welfare station go to your unemployment insurance office, 112 E. Jefferson and get your unemployment insurance registration card.

WELFARE STATIONS

Alfred District	1550 Erskine	Temple 1-5330
Davison	2831 Davison Ave.	Townsend 8-8971
Fifteenth District	4874 Grand River	Tyler 6-3960
Fort District	6750 Fort St. W.	Vinewood 1-9100
Lamay District	2250 St. Jean	Lenox 8900
Pine District	2606 National	Randolph 9177
Redford	15711 Hubbell Ave.	Vermont 6-3600
Varney	6380 Varney	Plaza 4386

(2) PREPARE YOUR CASE PROPERLY

Persons applying for welfare will be asked:

- (a) Date of lay off, date of last pay and amount, how this money was spent.
- (b) Some information on employable members of family.
- (c) Questions as to possible income of children, relatives, roomers, etc.
- (d) Take with you your social security card, badge number, lay off slip or last stub, unemployment insurance registration card, marriage license and children's birth certificates, rent receipts or gas and light receipts--if you haven't all these things don't hesitate to go without them, although the last rent receipt is essential and so is your unemployment insurance card.

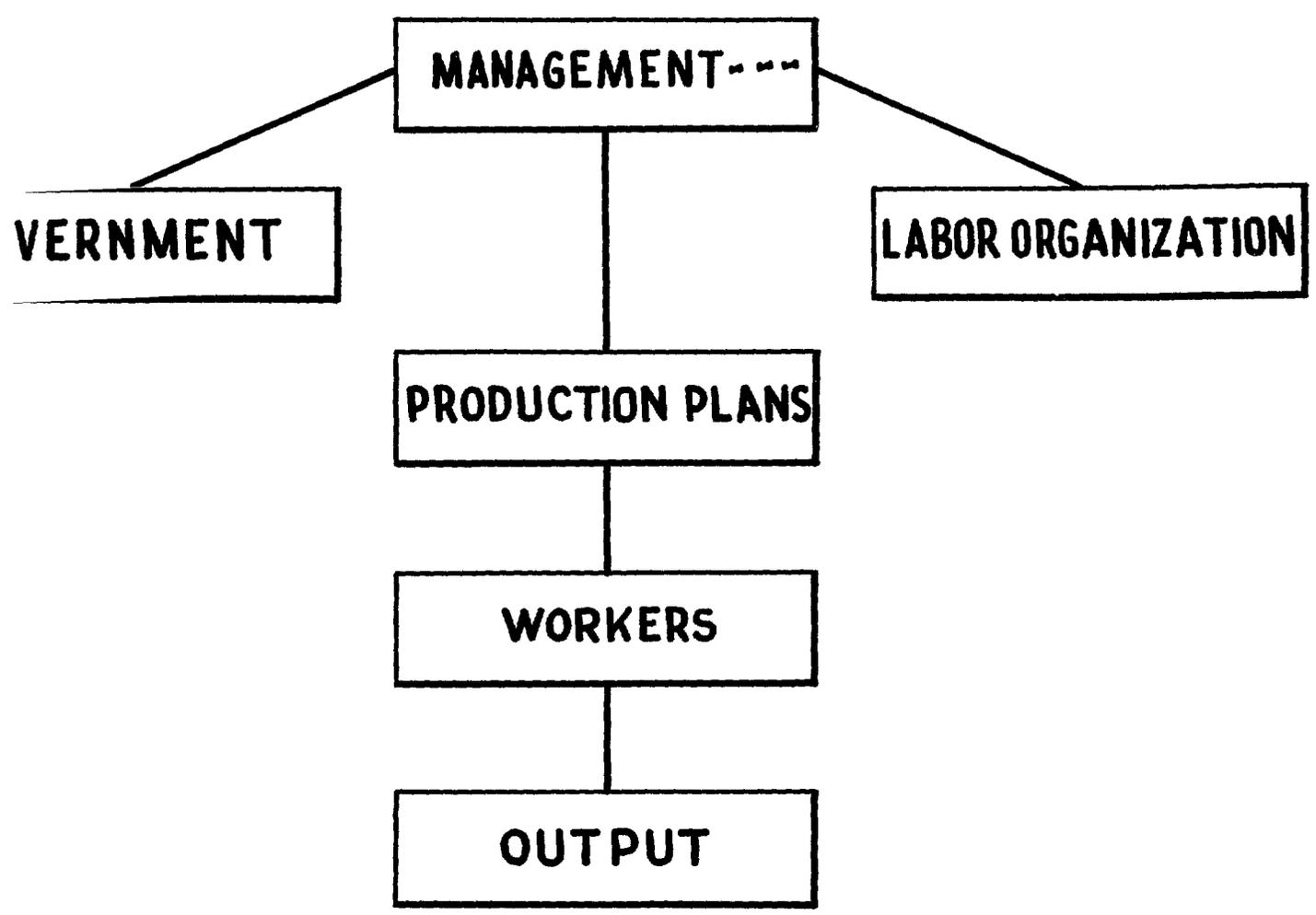
(3) STRIKE WELFARE COMMITTEE WILL HELP

If you have difficulty getting on the welfare or are denied a food order in an emergency, contact your strike welfare committee at once. They are: Bohn Local 208; McCleary, Bodolski. Federal Local 202; Josephine Bobby, Jim Dygert. D.A.B. Local 155: Jim Byas, Irma Cremers. Contact the welfare committee at Schuller Hall, St. Aubin and Gratiot. Enter at St. Aubin side from 9 A.M. to 3 P.M. every day. The welfare committee will cooperate with all needy strikers in helping to get them on the welfare, to get emergency food, etc.

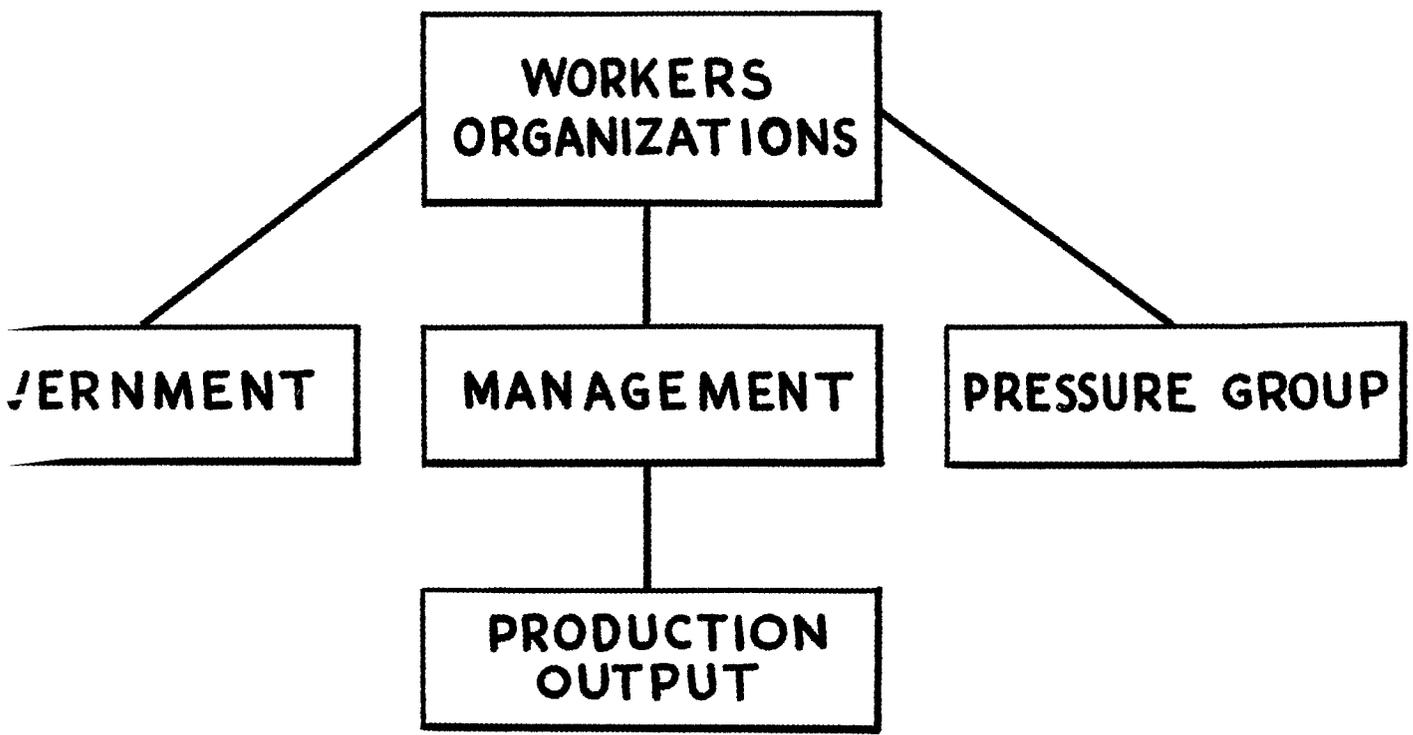
(4) DON'T FALL FOR STRIKEBREAKING RUMORS

The three companies will spread all sorts of rumors among needy strikers. They will say that money is being handed out to some. This is not true. No cash or cash loans can be made to strikers from union funds because with 3000 out your strike and local funds would soon be exhausted and this would hamper your strike. The bulk of the strike funds being collected is used to buy food for the strike kitchens and for a food commissary to handle extreme emergency cases. In other words most of the money is used to help feed the strikers and the rest is used for such necessary strike expenses as making signs, mail, leaflets, gas for patrol cars, etc. Get on the welfare to help win your strike.

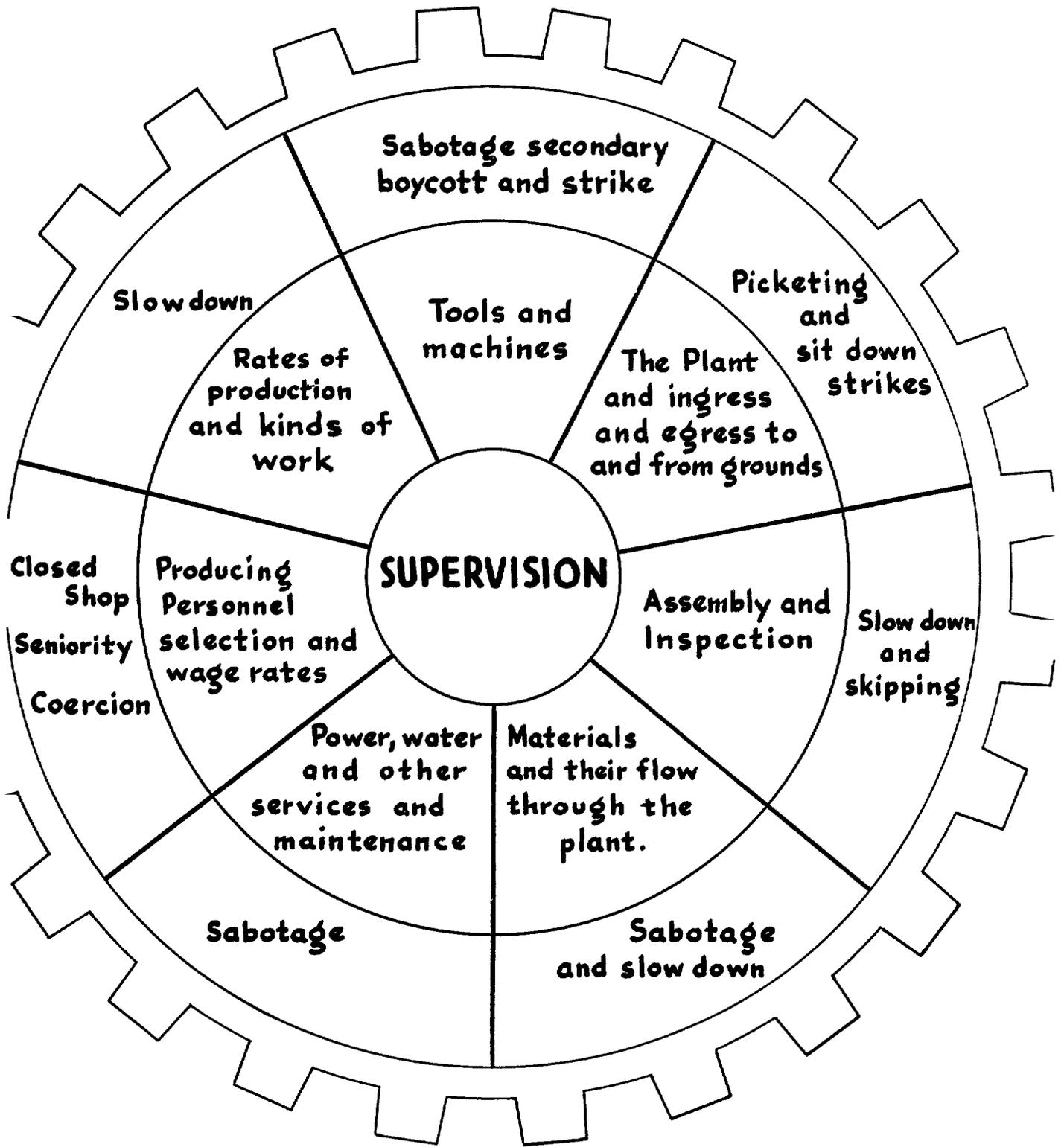
The FORMER PATTERN of PRODUCTION



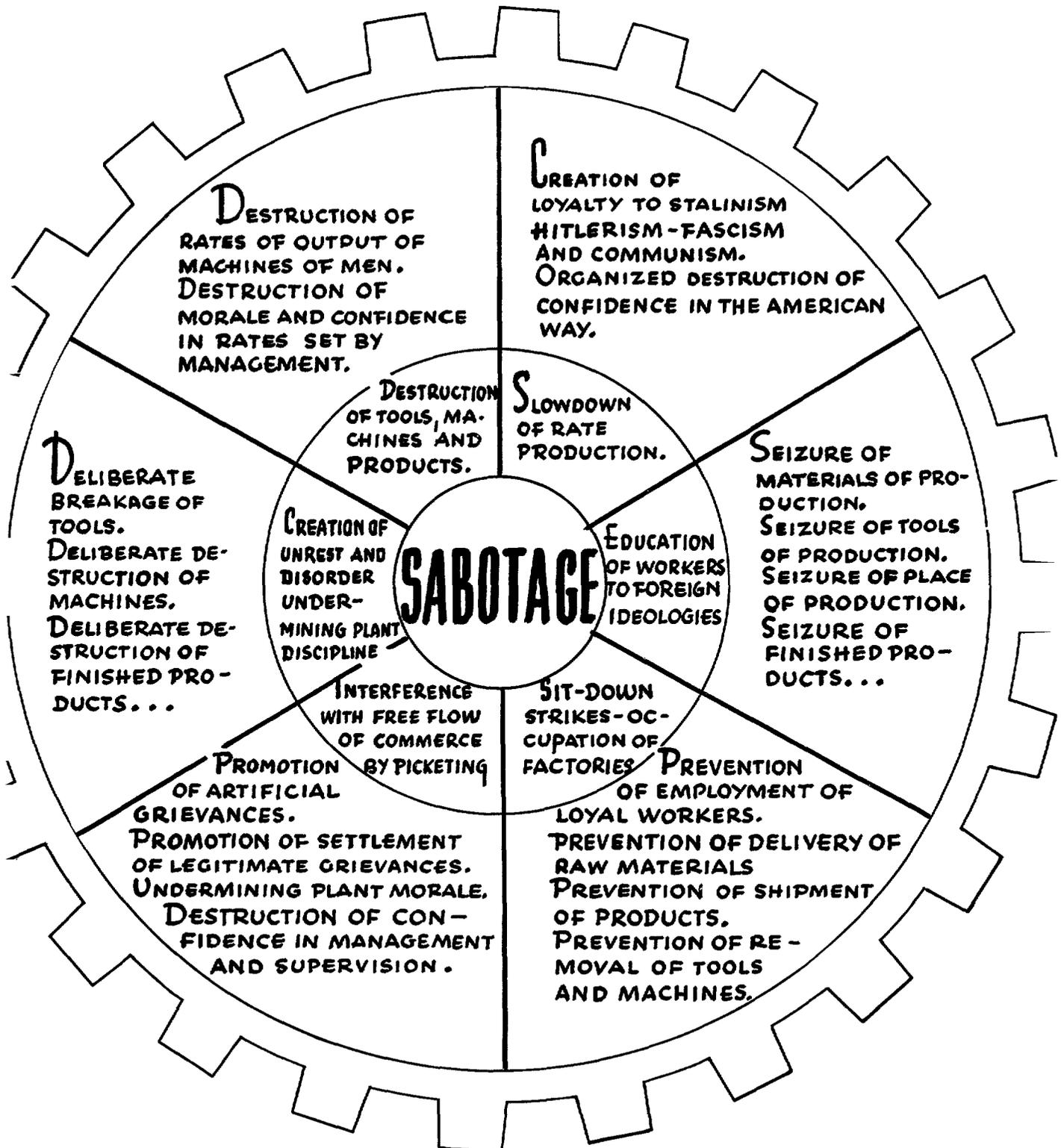
The PRESENT PLAN of PRODUCTION



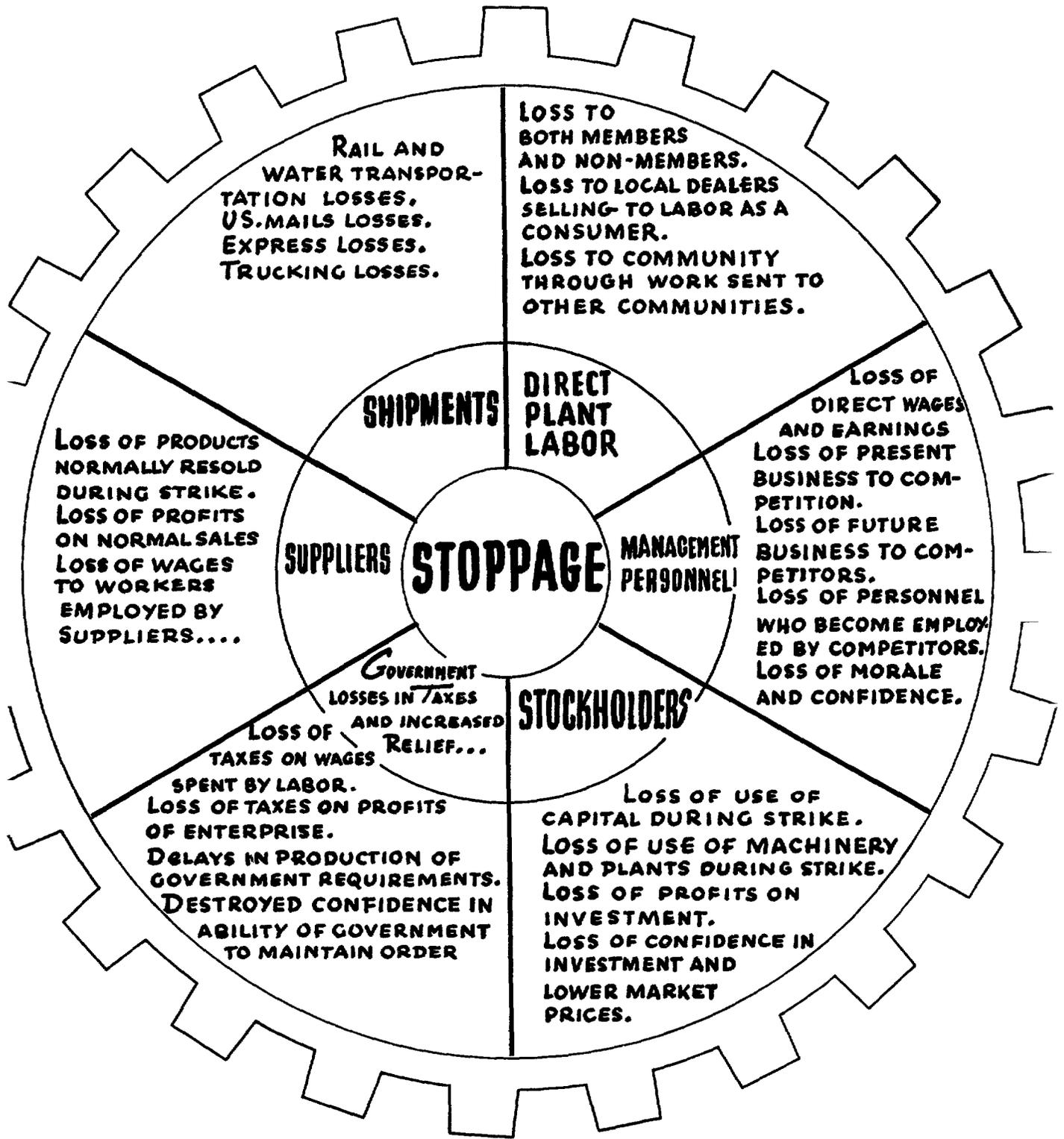
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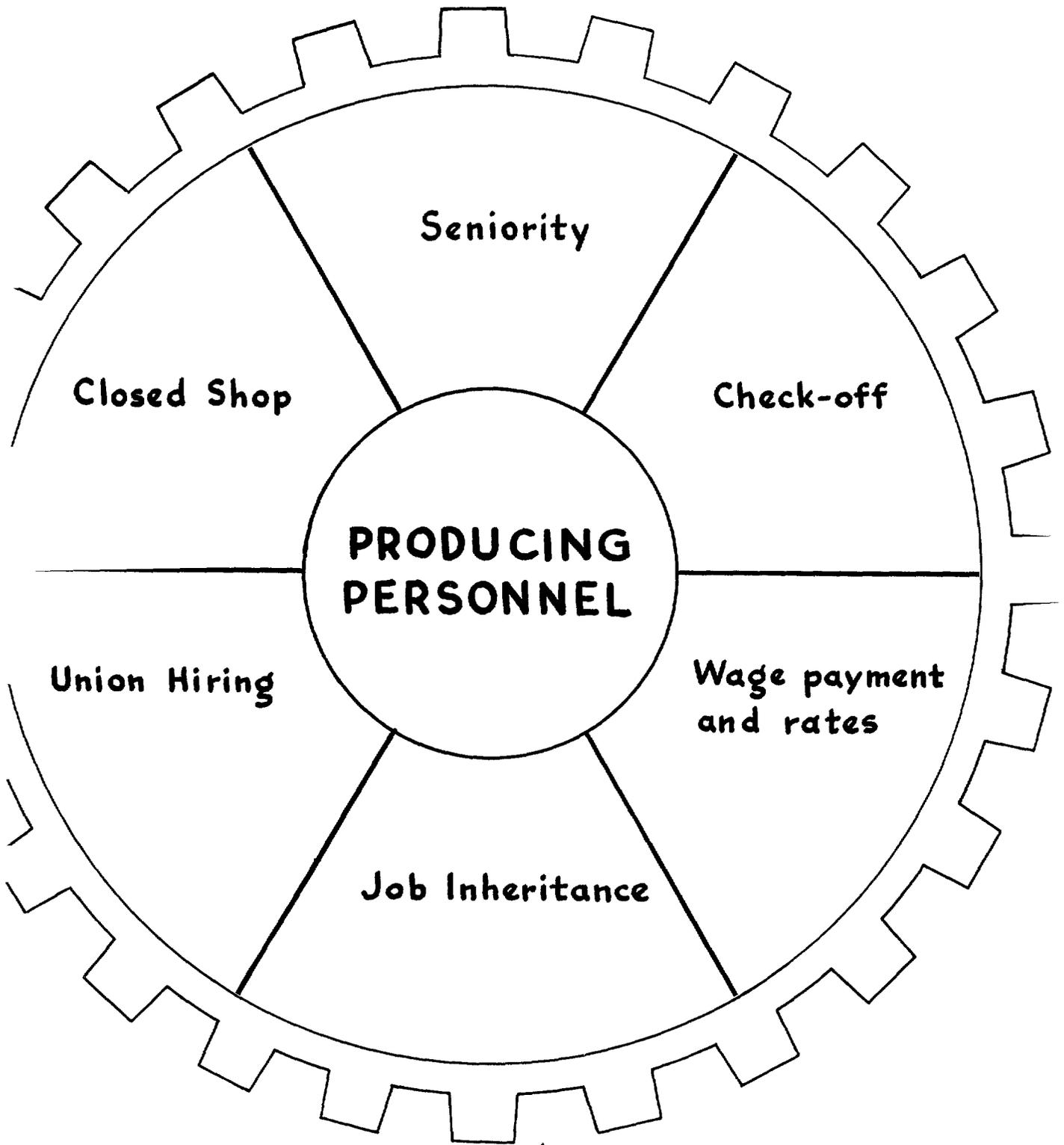
LABOR PROBLEMS OF SUPERVISION IN RELATION TO PRODUCTION



TYPES OF INTERRUPTION OF PRODUCTION

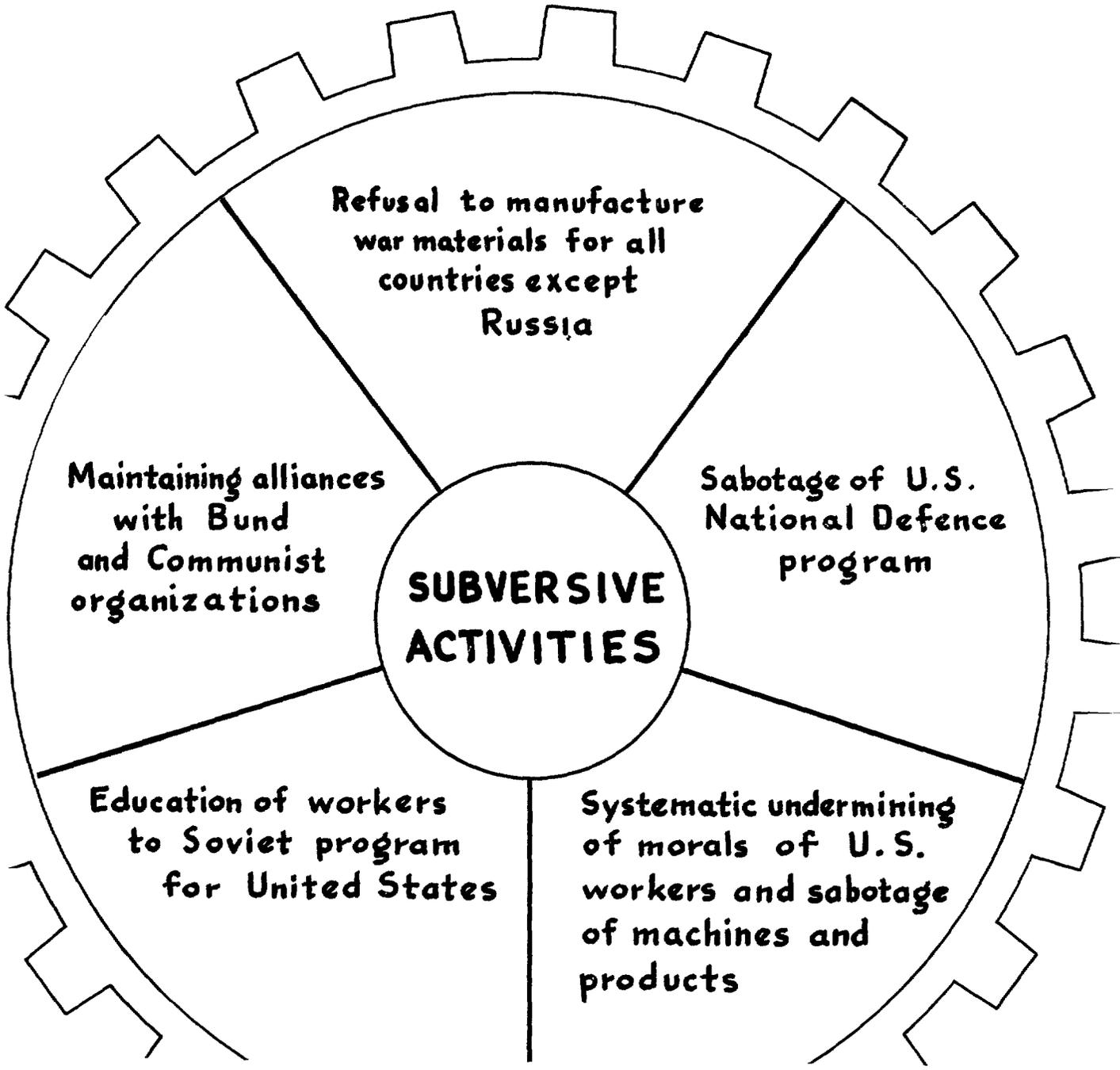


**BRIEF ANALYSIS OF EFFECTS OF LABOR STOPPAGE
 ON FLOW OF ECONOMIC VALUES**

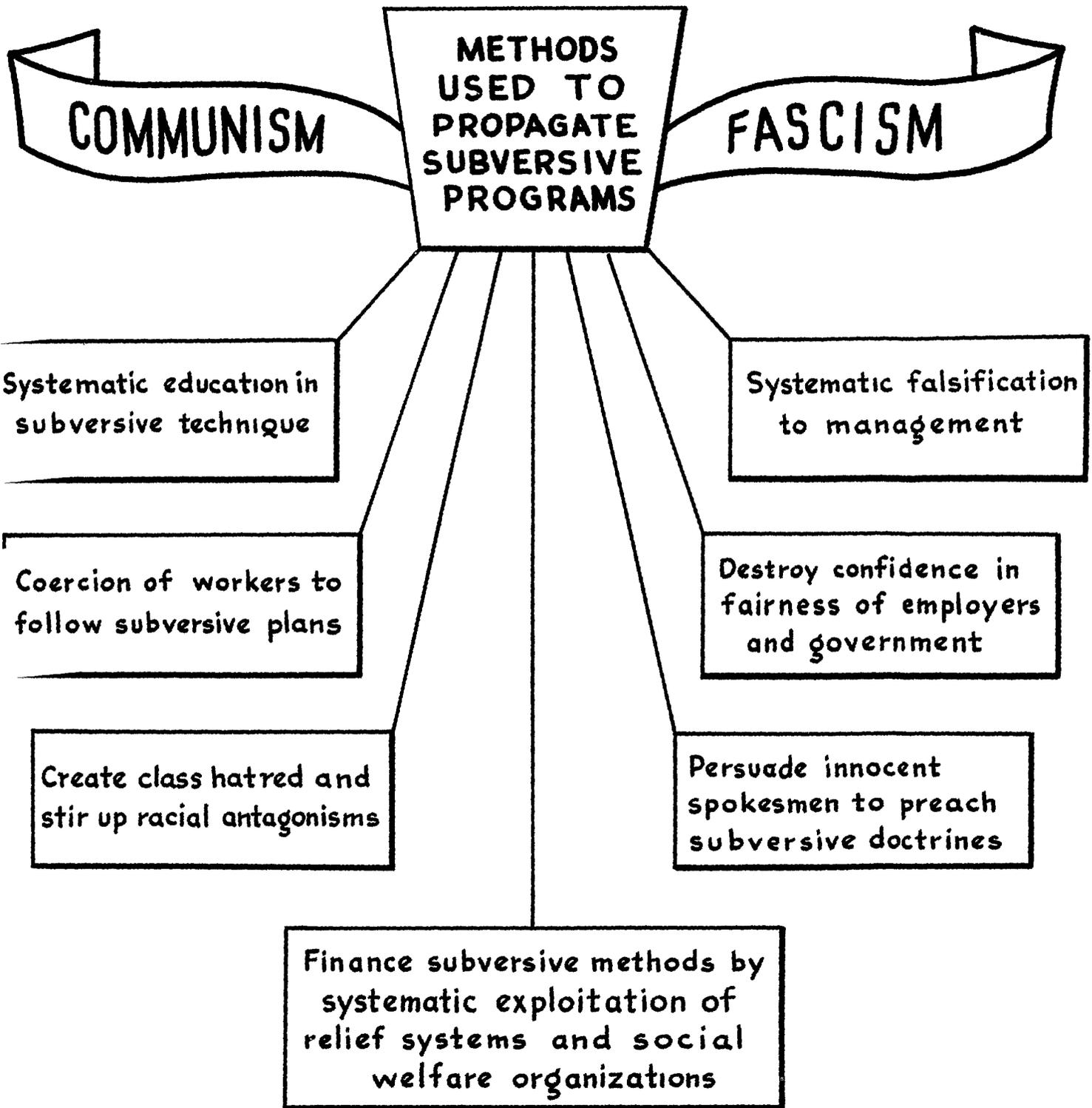


LABOR PROBLEMS of SUPERVISION ⁱⁿ RELATION to PRODUCING PERSONNEL

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SUP



TYPES OF SABOTAGE OF INDUSTRIAL PRODUCTION

COMMUNISTS

FASCISTS

DESTROY TOOLS AND DYES WHEREVER POSSIBLE.

CREATE DEFECTS IN PRODUCTS SO THAT REJECTS WILL OCCUR.

SKIP PERFORMING STANDARD OPERATIONS

COERCION AND INTIMIDATION OF EMPLOYEES AT WORK AND IN HOME.

WRECK MACHINE TOOLS DIFFICULT TO REPLACE.

ASSEMBLE PRODUCTS IMPROPERLY SO THAT THEY WILL NOT PASS INSPECTION.

REDUCTION IN RATES OF PRODUCTION TO INEFFICIENT AND UNPROFITABLE LEVELS.

INTERFERE WITH SHIPMENTS AND DELIVERIES TO INTERRUPT PRODUCTION SCHEDULES OF CUSTOMERS OF KEY PLANTS.

DESTROY MORALE OF WORKERS AND INTERRUPT DISCIPLINE WHEREVER POSSIBLE IN ALL PLANTS.



STOP PRODUCTION OF MATERIALS FOR NATIONAL DEFENSE BY THE UNITED STATES.

PREVENT COOPERATION OF UNITED STATES WITH FRANCE AND GREAT BRITAIN.

UNDERMINE PRIVATE OWNERSHIP OF PLANTS IN THE UNITED STATES.

CREATE A UNITED FRONT OF ANTI-CAPITALISTS IN THE WESTERN HEMISPHERE.

TO USE EXISTING LAWS IN UNITED STATES TO PROTECT SUBVERSIVE METHODS.

TO EXTEND SUBVERSIVE METHODS UNDER PRETENSES OF AIDING PEACE AND DEMOCRACY.

TO SABOTAGE PRODUCTION AND UNDERMINE MORALE OF WORKERS WHEREVER POSSIBLE IN AMERICAN PLANTS.

NO LEGAL DEFENSE FOR EMPLOYERS

EMPLOYERS CANNOT COPE WITH THESE METHODS. THE ONLY WAY THEY CAN MEET THE SITUATION IS TO AGREE TO TAKE A LOSS. IT IS ILLEGAL TO —

1. REFUSE TO BARGAIN COLLECTIVELY AND AGREE TO DEMANDS.
2. MOVE PLANT TO ANOTHER LOCATION.
3. HIRE WORKERS WHO WILL PRODUCE DESIRED OUTPUT.
4. EXPRESS OPINIONS REGARDING UNION DEMANDS.
5. REMOVE TOOLS AND MACHINERY TO OTHER PLANTS.
6. FIRE WORKERS WHO CREATE STOPPAGE IN PRODUCTION LINE.
7. PERMIT OWNERS OF PATTERNS, TOOLS AND DIES TO REMOVE THEM FROM THE PLANT.
8. SHIP FINISHED PRODUCTS AFTER PLANT HAS BEEN STRUCK.

CONCLUSION —

THE EMPLOYER HAS NO OPTION UNDER PRESENT LAWS - HE MUST

1. HIRE THOSE WHOM HE IS TOLD TO HIRE.
2. YIELD TO DEMANDS FOR ANY WAGE INCREASES.
3. CUT HOURS TO ANY DESIRED LEVEL.
4. CHANGE PRODUCTION METHODS TO SUIT WORKERS.
5. CREATE A SYSTEM OF SLAVERY AGAINST HIS BEST WISHES.
6. SUBORDINATE GOVERNMENT ORDERS WITH PRIVATE ORDERS TO UNION CONTROL.