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CO-OPERATION.

Any one familiar with industrial relations of course recognizes that one cannot take a particular factory or industry and say to it: "Now and at once co-operate." For co-operation is first a thing of the spirit and then must be worked out with careful adaptation to the time and the place and the conditions. What can be done in one place is impossible in another. What will succeed here will fail yonder, but the answer to the problems which are controlling as regards the relations of employer and employee is found in studying them from the standpoint of human fellowship, and the competition and combination is to be found in obtaining first the spirit of co-operation with the background of mutual understanding that implies and so to work it out as to produce the public good—will outside of the shop, the value of which is well known to us as a business asset, and then to add to it that good-will inside the shop concerning which the vision of many has hitherto been too short.

I do not believe that in this country there is any antagonism to large rewards for large services or any hostility to business that is big because of its bigness, if only it is as big a servant as it is an operator. The public dreads misused power, whether it be industrial or financial, and it is a normal instinct that makes it so dread. That power which is used co-operatively, which is the result of sound values placed upon the duty of service, to the public, upon the obligation of the workman, upon the duties as well as the rights of the owner, on the proper sense of the right inter-re-

lations between these three, that kind of power is not dreaded and will be welcomed. It is a part of this spirit of co-operation that industry should give to labor that which it expects labor to give to it. It has always been strange to me that a corporation should do nothing but a union of capital should object to dealing with a union of labor and require labor to bargain as individuals when it itself bargains collectively. This is essentially wrong in principle and the labor union leader might just as well say to the corporation: "You cannot act collectively if we may not and if you insist that we must act individually then must you ignore your corporate form and act as individuals with the consequent disadvantages." What is right for one is right for the other. Collective bargaining is here to stay. It has long existed and been welcomed on the side of the corporation and co-operation will admit its right to be here on the side of the employee. Co-operation recognizes that the greatest asset in the shop is the response of human nature to wise and intelligent leadership. It has passed beyond the atmosphere that pervades the slave driver. Men follow leaders normally but to do so require confidence in the leader and that confidence is not merely in his ability but in his humanity, his fairness, his sense of justice. It is based on trust that he is a fair and balanced man.

I care very little whether in any formal way the principle of co-operation is recognized or whether as a phrase it is even understood. It is, however, of the utmost importance to the commerce of the country that the spirit of co-operation should continue. I have spoken of the wonderful example of it during the great war when business men by hundreds forsook their affairs and leaving the ordinary paths of reward took up service for the Government—often laborious,

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usually self-sacrificing, always un-rewarded, simply because they felt it their duty to help the country in its need.

I think the example cannot be lost. Side by side the man of capital and the man of labor gave of their best to help the nation. We may not continue at the flood tide that thus flowed but it will never recede to the ebb from which it took its rise.

May we not take some step which shall point the way to a broader spirit of understanding between men engaged in similar lines of trade and in the same factory so that there shall come to be in America an industry which rests upon the willing consent of the public good will and which operates upon the willing responsiveness of intelligent operatives to wise and humane leadership.—William C. Redfield.

"There was a young man so be-
nighted,
Who never knew when he was
sighted,
He went to a party,
And ate just as hearty,
As if he'd been really invited."
—N. Y. Globe.

A Scotchman, annoyed by a Yankee's cool cheek, said: "Do you see those four chimneys? That's something you haven't got in America—four distilleries and all workin' overtime." — Bristol Evening Times.

U. S. CIVIL SERVANTS WANT DEPARTMENT.

Representatives of the four big national organizations of civil service employees of the United States government announced last week that petitions have been filed with the executive council of the American Federation of Labor for the creation of a civil service department for them within the federation.

These organizations are already affiliated with the federation, but desire to have a department of their own similar to the building trades, printing trades, metal trades, railway department and others.

The petitions are signed by Luther C. Stewart, president of the National Federation of Federal Employees; Thomas F. Fishery, secretary-treasurer of the National Federation of Post Office Clerks; Edward J. Gainer, president of the National Association of Letter Carriers; and Edward J. Ryan, president of the Railway Mail Association.

The object of such a department, according to the petitioners, is to attain greater solidarity. Their problems are compelled to be similar, in that they involve legislation and a common employer, the United States government represented by Congress, the President and his cabinet. The employees are demanding uniform and better standards, which they point out will make for greater service to the public.

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