

So, to repeat, the devices that are used to try to avoid conflict, are factfinding; arbitration; seizure; and mediation. Sometimes there are combinations of these things.

Now, the other things that I was supposed to cover in my remarks, I would say fall in large part into the land of speculation. One was the impact of technology on employment and output, and the other was the question of retraining. Now, on the question of the impact of technology on employment and output I do not think there is any doubt that the rapidly increasing technology is going to give us all a problem in society that we do not know the solution to. For instance, since the end of World War II our employment in the United States has increased eight million people. And of that eight million, one million have been from industry.

In my own industry, we were unionized in 1937 and at that time we had about 540,000 people producing steel in the United States. At that time we could produce less than half the steel we can produce today. Today in the steel mills we have about 425,000 people producing steel. To give you figures of my own company, at the end of World War II we employed about 31,000 people; we could produce about half as much as we can produce now--less than half as much; we had eight less warehouses; we had three less fabricating outfits; and we did not operate outside the United States. Today we have a little less than 30,000.

If you want to take a specific part of our industry, in those days we had 1,400 people mining coal and were producing roughly 6,000 tons a day. We now have 700 people and produce a little under 9,000 tons a day. So that, all of these things add up, and I do not know of any industry that cannot produce more than it is now producing with the same number of men and which cannot increase its output materially without adding too many more men. How we solve this problem I do not know.

We in our company at the moment are faced for the first time with technological change where we are permanently going to displace a large number of people. We are wrestling with the problem and everybody is quite frustrated because no one feels that he has come up with any good answers. However, I can point out that on a subject that nobody knows anything about we read more learned articles than on any other subject I know.