

the jobs. Obviously, the one thing that the union has to sell is a job. If they do not have jobs to sell they do not have very much to sell their membership. So, this fight for control is very real and it shows itself in a variety of ways.

For instance, if you are dealing with a craft union as opposed to an industrial union you will find that the problem of seniority really does not make much difference to the crafts. Because, these people are rather secure in their skills, particularly since they limit the number of people who are journeymen, through their apprentice programs. But when you get into the industrial union where the man is so tied in to the machine, he consciously or unconsciously recognizes the fact that his earnings are directly tied to that machine, and that if you take him away from that machine his ability to earn is going to be substantially reduced. One of the interesting phenomena is that the more expensive that machine is the better his earnings are going to be.

So that, with the industrial unions you always can anticipate quite a quarrel about seniority. And because it is an easier thing for the union to do, basically what they want is all promotion going to the fellow with the whiskers. Of course, from the company's standpoint you want the job going to the person with the greater ability.

Another thing in the control of jobs is the question of who does the work--the question of contracting out of work. For instance, in a steel mill if you are going to build a new mill or something of that sort, which is outside the ordinary course of business, you generally will go to one of the experts in this field who has engineered a lot of these things and have them do the job for you. Of course, this means that the people who work in your plant will not get that work. So, you always have a great quarrel about that.

Another thing that you constantly argue about, again in the control of jobs, is the size and the composition of your work force. I need go no further on that than to cite to you the present railroad dispute which is pretty near the height of absurdity insofar as the firemen are concerned, because they are fighting what they know is a losing battle. And because on the Canadian Railroads what they are fighting is an accomplished fact. And the Southern Railroad recently, having not replaced a fireman, I think in some 5 years was sued by the union for violation of the contract. They were found to be violating it and were ordered to put firemen on the engines.