

So, they are putting firemen on; they are hiring no one but Negroes over 65 years of age. They put them in the engine; they show them where to sit and where the toilet is, and that is their training. And their railroad trains are going just as well as anybody else's.

When you get into the matter of scheduling, this again is a job control thing. This is the scheduling of men on an operation. You always have a great deal of quarrels. The matter of work rules again is a control of jobs thing; the matter of featherbedding--how many people are on a job. This is your engineer in the jet-driven airplane. So that, when you start to talk the control of jobs, both sides have a real issue here. Because, from management's standpoint you want to use men in the way that is the most economic from the standpoint of operating the company. And you want to use the minimum number of people it is possible to use to effectively run an operation.

The second big area of conflict is the control of quantity and quality of output. Obviously the manager wants to get the greatest amount of output from the machines that he can, and he wants the best quality that he can have. The unions often figure that if they control the quantity they will stretch work out. And they are sometimes not quite as interested as you are in the quality, because they do not have to face the customer when the quality is bad, and frankly I sometimes doubt whether they understand the importance of quality. Hopefully, they care.

The third thing that you can get into a point of conflict--and again I cite you the railroad firemen--is when the union fears that you are going to damage the union as an institution. In the case of the firemen the damage is ultimately going to be the elimination of the union. But with any damage to the union as an institution you can figure you are going to have a war on your hands.

The fourth big area is when you do something that affects the job security of the officers themselves. This the job security problem of the union officers.

I suggest to you that you can look at any strike or any major conflict, and it will fall within one of these four areas--the control of jobs; the control of quantity and quality of output; the fear of damage to the union as an institution; and the job security of the union officers themselves.